



International Programme on the Elimination of Child Labour (IPEC)



International
Labour
Office

IPEC Evaluation

Creating a protective environment for children in cocoa growing regions of Soubré, Ivory Coast (PPP/MARS)

P.250.14.129.603 / IVC/12/01/MAS

An independent final evaluation by a team of external consultants

Location of the region of NAWA in Ivory Coast

January 2016

This document has not been professionally edited.

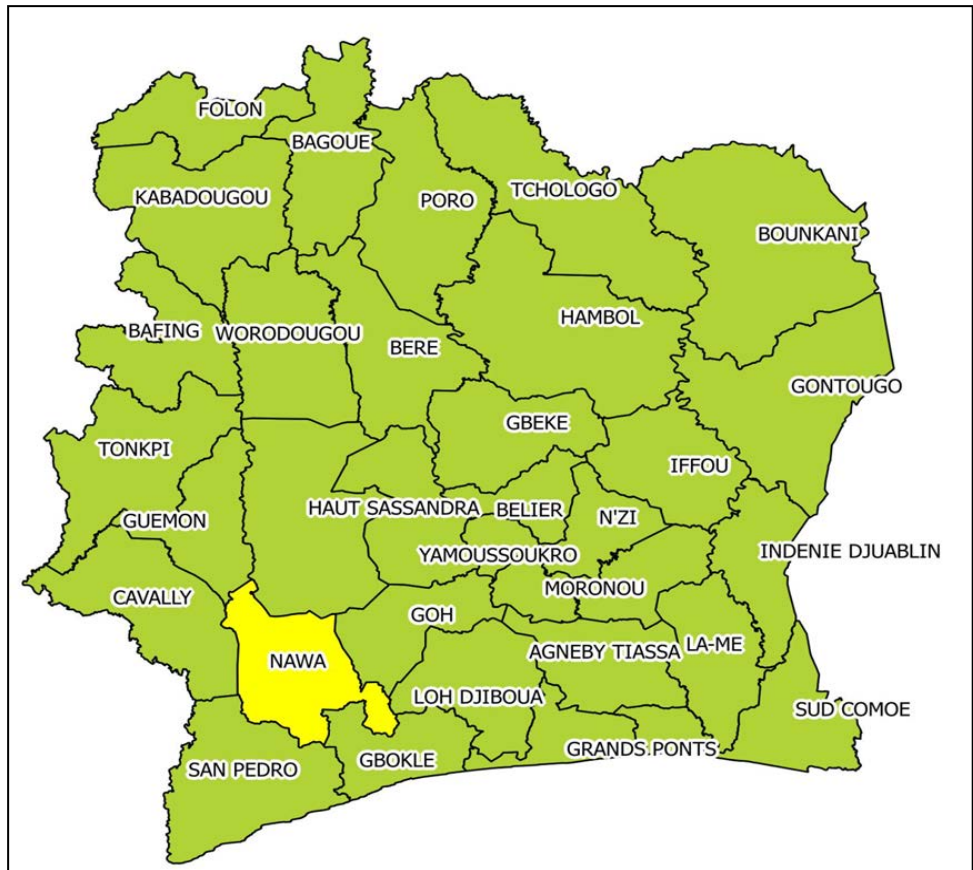
NOTE ON THE EVALUATION PROCESS AND REPORT

This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the Evaluation and Impact Assessment unit of ILO FUNDAMENTALS as part of the delegated authority from ILO Evaluation Office in place until November 2015. The planning and implementation of this evaluation started prior to November 2015 and the evaluation has therefore been completed under the delegated authority.

The evaluation was carried out by a team of external consultants¹. The field mission took place on 11 and 19 November 2015 in Ivory Coast. The opinions and recommendations included in this report are those of the authors and as such serve as an important contribution to learning and planning without necessarily constituting the perspective of the ILO or any other organization involved in the project.

Funding for this project evaluation was provided by MARS, INCORPORATED, United States. This report does not necessarily reflect the views or policies of MARS, INCORPORATED nor does mention of trade names, commercial products, or organizations imply endorsement by MARS, INCORPORATED.

¹ Vicente Pardo Iniesta, Independent consultant



The region of NAWA and its different sub-prefectures

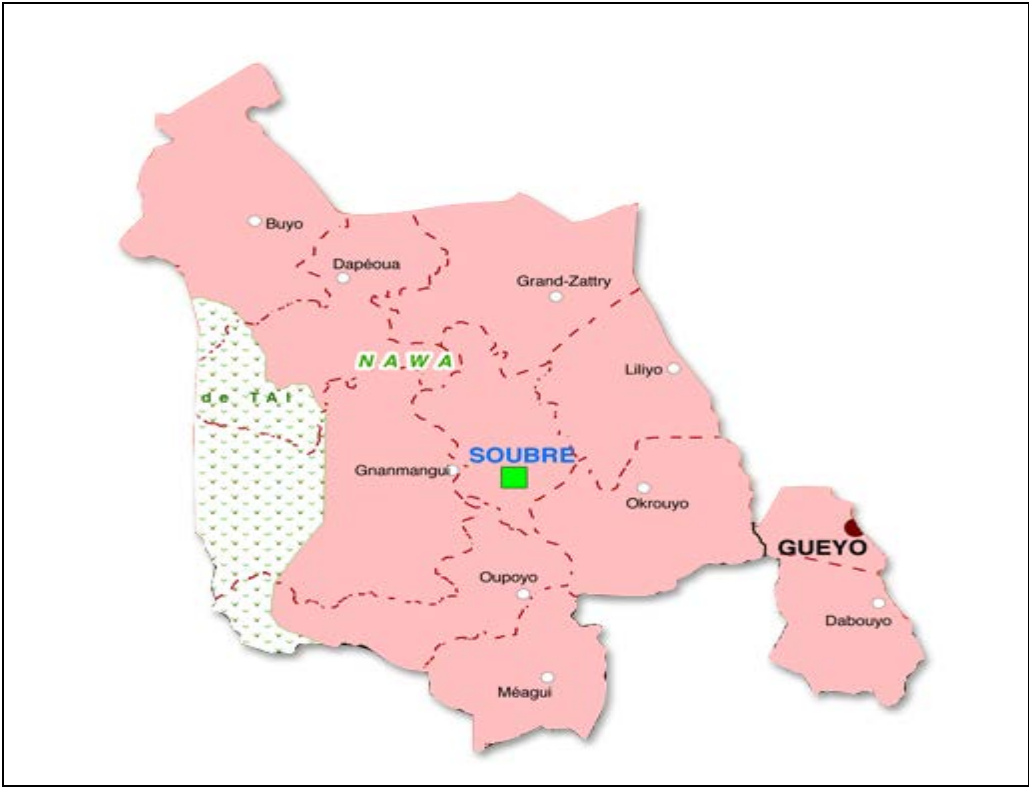


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List of abbreviations

ANADER	National Agricultural Development Support Agency
CAP	Community Action Plan
CCP	Cocoa Communities Project
CL	Child Labor
CLM	Child Labor Monitoring
CLMS	Child Labor Monitoring System
CLMS	Child Labor Monitoring System
CVC	Cocoa Villages Center
DFCL	Department of the Fight against Child Labor
DRAS	Regional Directorate of Social Affairs
DRENET	Direction Régionale de l'Éducation Nationale et de l'Enseignement Technique
DRSFFE	Regional Directorate for Solidarity, Family, Women and Children
ECOWAS	Economic Community of West African States
EIA	Evaluation and IPEC impact analysis
ENSEA	École Nationale Supérieure de Statistique et d'Économie Appliquée
FCL	Fight against child labor
FFS	Farm Fields Schools
GAP	Global Action Plan on Child Labor
GEMS	Global Evaluation and Monitoring System
ICI	International Cocoa Initiative
ICRAF	International Center for Research in Agroforestry
IDC	Interdepartmental Committee on Trafficking and Child Labor
ILO	International Labor Organization/International Labor Office
IOV	Objectively Verifiable Indicator
IPEC	International Programme on the Elimination of Child Labor

LUTRENA	Combating Trafficking in Children for Labor Exploitation in West and Central Africa
M&E	Monitoring & Evaluation
NAP	National Action Plan
NC	National Coordinator
NCS	National Committee for the Supervision of Initiatives on Trafficking and Child Labor
NSC	National Steering Committee
OSH	Occupational Safety and Health
PMP	Project Monitoring Plan
PPP	Public-Private Partnership
PPP/GIG	PPP Project with the Global Issue Group
PRODOC	Project Documents
SCREAM	Reinforcing Children's Rights through Education, Arts and Media
SOSTECI	Child Labor Monitoring and Observation System in Ivory Coast
UNICEF	United Nations Children's Fund
USDOL	US Department of Labor
V4C	Vision for change
WFCL	Worse Forms of Child Labor

Executive summary

The project PPP/MARS belongs to a series of projects ILO/IPEC in Ivory Coast making part of a global strategy for West Africa/ECOWAS². Some projects have coexisted with PPP/Mars till completion in December 2014³. This project is a public-private partnership (PPP) between IPEC and the chocolate company, Mars Incorporated that funded the project through its Vision for Change Program (V4C) with one million US dollars contribution. V4C is a development program present in 75 cocoa growing communities in Soubré and based on two pillars: i) productivity, to improve agronomic practices and farmer incomes, and ii) community development. Moreover, the program is in conformity with the "Cocoa Framework for Action-CFA", which promotes initiatives framed by the Joint Action Statement Harkin-Engel (signed by the US House of Representatives, USDOL, the international chocolate industry (CFA) and ILO) to support the implementation of the Harkin-Engel Protocol (2001) for the reduction of child labour.

The objective of the project's development was "to contribute to the elimination of the worst forms of child labor in Ivory Coast", through the achievement of three Immediate Objectives which correspond with the development of three components: 1) The System of Observation and Monitoring of Child Labour in Ivory Coast (SOSTECI); 2) Community Action Plans and 3) Social mobilization through education, SCREAM methodology and awareness. All taking place in 15 village communities (V4C), 4 sub-prefectures and two prefectures (Soubré and Meagui) in the region of Nawa .

The project had an expected duration of 28 months, having started in November 2012, it was to be completed by end - February 2015. That said, it was extended twice, first until August and finally to December 2015, bringing its total length to 38 months.

The evaluation was conducted in three stages: **a)** Mission preparation from 14 October to 7 November, 2015, establishing contact with the project team, ILO Geneva and the donor (Mars). **b)** From 10 to 20 November 2015, work was conducted in Soubré, Ivory Coast, with meetings and visits to three beneficiary villages exchanging with the population, committees, schools and women's associations. **c)** Report writing, from 23 November to 8 December 2015.

Findings and conclusions of the evaluation

Project design: In light of the results obtained, the project structure has been proved effective in serving as a guide and framework for its proper implementation. The evaluator noted the consensus on the validity of the design, combining IPEC integrated approach for the elimination of child labor with the V4C program in cocoa growing communities. The purpose of the project focused on the "broad institutional strengthening "renouncing to direct action programs targeting child victims, given the budgetary constraints. The initial period happening to be too short for implementation, the project followed 10 months extension.

Relevance: Following the CCP and PPP/GIG projects, the project PPP/Mars is in full agreement with the IPEC strategy on the ECOWAS region, consistent with the GIG Framework for Action 2010 and with Mars Inc. rural development program (V4C) in Soubré.

According to officials interviewed by the evaluator, the project has been relevant in the village communities affected, as they understood the basic concepts of child labour and the hazardous work to be avoided. Moreover, the evaluation considers the approach of the team settled locally in Soubré ensuring close monitoring of actions, very pertinent.

² As a whole since 2002, IPEC has implemented with funds mainly from USDOL eight projects in Ivory Coast and 11 in Ghana.

³ ECOWAS projects I and II on "The elimination of WFCL in West Africa and the strengthening of sub-regional cooperation ", the CCP (Cocoa Communities Project) funded by USDOL and the PPP project/GIG funded by the Global issues Group.

Effectiveness: In regard to the overall satisfactory achievement of the three immediate objectives, the evaluation performs a global assessment of the high effectiveness of the PPP/March project. To consider:

1. Activities implementation: Although very late compared to the project schedule, all planned activities were implemented with a good level effectiveness.
2. The effective implementation of the three components of the project:
 - a. SOSTECI is functional in 15 communities and started to deliver encouraging results. Due to delays, the project worked only 4 months. It remains a system under development where support is still needed.
 - b. The Community Action Plans are at work placing the FCL as central factor to the development of the communities.
 - c. Effective outreach was conducted and perceived as an engine of behavioural change regarding child labour, the impact in the population is already measurable.
3. The project indicators progressed significantly. The number of children identified at risk or preserved thanks to SOSTECI, is set on September 30, 2015 at 1559 working children.

Efficiency: The evaluation concluded a correct efficiency of the project as it was able to complete all of its planned activities and use most of its budget. To emphasized:

1. The very substantial delays accumulated along the project compared to the original schedule. The project team began its work in September 2013 (10 months after the start) and moved to Soubré in June 2014, 19 months after project start.
2. The project team used 86.4 % of the budget, which is a very correct implementation rate.
3. The balance of 13.6% shows that the project could have continued for some time to extend the ongoing work, such as SOSTECI's collecting (too short).

Durability: The project established sustainable basis, in strengthening the technical capacity among key stakeholders; developing CAPs and raising awareness on the negative consequences of child labor. The key elements of sustainable outcomes are:

1. Supporting on priority local institutions and implementing agencies on the ground, was a positive factor for the sustainability and the effective implementation of the project.
2. The most sustainable effect, in the opinion of all stakeholders and beneficiaries, is the new social awareness on FCL among the children, parents and people affected, as well as in public institutions and social organizations, in Méagui and Soubré departments.
3. Regarding the sustainability of SOSTECI:
 - a. On the durability of FCL committees, the evaluation acknowledges its proper implementation. These committees can continue to work on their own, provided that they receive a minimal support from higher levels (prefecture, county, ANADER, NGOs).
 - b. On the financing of the collection system: The evaluation suggests that the "monetization" through bonuses at all levels, jeopardizes the systems' future viability. Adaptations are needed to overcome this and continue to develop the SOSTECI.

Potential Impact: Some effects have a good potential for wider impact out of project's boundaries:

1. The lessons learned from the implementation of SOSTECI in 15 communities and 2 departments of the project, should have an impact on the future strategy of the national SOSTECI.
2. At the departmental and local level, institutional strengthening established by the project involves a new "know-how" that could potentially have an impact on the consideration of vulnerable children and the FCL, by managers/decision makers in their "area" of influence.
3. The effects of the implementation of the CAP, such as women's associations IGAs for school canteens and others, have brought major changes to development at the local and community level. The targeted villages agreed to collaborate in extending their experience to other project untargeted communities.

Lessons learned

1. *The project(s) was designed for a too short time making its execution difficult as well as the achievement of its objectives:* The project team worked on the field only 9 months before the end scheduled (02.28.15), forcing extra time. Key processes such as capacity building, awareness raising, CAP, ... need time to be developed and consolidated. This lesson is formulated primarily to the consideration of IPEC and more specifically to donors such as Mars.
2. For instance, the duration of the PPP-MARS does not give an objective assessment of the level of success (achievement) of CAPs since the project was completed without having the time to objectively assess the majority of initiated actions.
3. *The completion of the baseline study*, in such circumscribed short project (15 V4C communities already defined), the study didn't bring value-added and was inefficient. It remained a good paper describing the context but didn't help the project team to carry out its actions.
4. *The lack of coordination is unacceptable for an IPEC project*, particularly in terms of design and PRODOC, this was the case for the PPP/Mars.
5. *The fight against child labor, requires an integrated approach demanding expertise that cannot be improvised.* This lesson is notably addressed to donors. That said, IPEC is most probably the best positioned to be a key partner in the cocoa industry regarding the FCL.

Potential good practices

BPP 1: *PPP/Mars was able to confront the lack of resources and care facilities for children identified victims.* The network effect generated and the actors' good communication filled the gap. The project has developed practical tools to help people locally involved, challenged of knowing how to help children access to social services.

BPP 2: *The implementation methodology of SOSTECI contains effective and replicative outputs:*

- Training by local institutions: The capacity of the DRSFFE to train others demonstrated the effectiveness of cascade training. The LTCD didn't need to move from Abidjan anymore.
- Recruiting people from the community for the SOSTECI data collection operation unities allowed to overcome people's reluctance and to maintain the collection flow.

BPP 3: The use of CAPs approach in FCL enabled to carry out actions that have generated tangible short term results with a good potential for sustainability. The CAPs time horizon of 3 to 5 years

approximately, is expected to keep mobilizing communities against child labor even after the project closure.

BPP 4: *The support of women's groups to school canteens in order to assist parents to keep children at school.* The 5 groups supported by the project committed to deliver 1/3 of their production to the village's school canteen. This contribution allows canteens to offer a greater number students' rations encouraging parents to durably enroll children at school.

BPP 5: Synergies between social mobilization activities through mass and proximity awareness and, the use of SCREAM methods at schools, have had a multiplier effect in the population recognition of the consequences and dangers of child labour. Those are essential for behavior change.

Recommendations

1. Mars Incorporated, project donor

- a. Finance a new balance study in the 15 target communities and compare the results with the baseline study. This is to be financed via ANADER with ILO methodological support (CLEAR project?) in Abidjan.
- b. To sustain and extend the project achievements, fund a second phase of a 3-year enlarged to some of the other 60 V4C communities. For this purpose, combine: a) partners with methodological rigor and technical expertise like IPEC; b) confirmed on the ground partners, as ANADER, and local institutions and authorities; c) financing of CAP villagers and provide support for the reintegration of children.

2. To the consideration of the Government

- a. Continue the political will to take ownership of FCL, notably regarding support for development and the upgrade of SOSTECL.
- b. Regarding the viability of SOSTECL, we recommend to analyze the possibility of "demonetize" the access to information replacing monthly premiums through measures such as:
 - The AGR for data collectors at Community level;
 - At the sub-prefecture and county level, secure the flow of information as part of the "normal" functions designated to departmental authorities (Employment Min, SFFE Min, Education Min, etc.). Engage investments to develop civil servants' efficient working conditions (transport, logistics, furniture, office equipment, communications, etc.)
- c. At the departmental and decentralized prefectural and ministerial authorities' level, continue to make FCL a transversal objective for all sectors and institutions.
- d. Schools coverage in rural communities remains a critical need that requires a sustained state effort.
- e. The role of the police and justice authorities for law enforcement in the fight against the worst forms of child labor, remains essential.

3. To the consideration of ILO / IPEC

- a. Make sure to include in the design of future projects, a component related to the coordination, planning actions to promote the sharing and constructive thinking of stakeholders and partners regarding the FCL.
- b. Interventions anchored on the ground allowing to test and find good practices remain the most relevant. The project demonstrated that settlement a team in the field is the best option for correct implementation.

- c. Cumbersome disbursements administrative procedures penalize the production of small-scale actions or unplanned contingencies. We recommend ILO to study possible improvements to ease disbursement procedures.

4. To the project team

- a. Before the end of the project and the final report, try to include data on the education of school children supported by the DRENET. More precisely, school enrollment rates at the beginning and end of the project, and the evolution of drop-off rates in significant schools. Also include data on children who have actually been identified and assisted (SAP, victims of violence, etc.).

1. Context and project description

1.1 Context

1.1.1 The extent of the problem

1. According to ILO statistics, Africa is responsible for 32% in terms of exploitation of children worldwide. The contribution of these children to the work force worldwide is about 25%. The majority (60%) of children are active in agriculture. This sector and that of the industry are mainly dominated by boys (62.8% and 68.5%). In contrast, girls are more numerous in services (52.6%). In African countries, the majority of children work as unpaid family workers (Diallo, 2008). Moreover, children begin to work much younger in rural areas than in urban areas. In rural areas, up to 20% of child laborers are aged between 5 and 9 years while this segment represents only 5% in urban areas (ILO, 1997). In Ivory Coast, according to the 2011 survey of families (EFPTE) approved on July 24th 2013, 1,622,140 children work, 517,888 of whom are compelled to hazardous work.
2. The evaluation reports developed for Ivory Coast, Cameroon, Guinea, Ghana and Nigeria in agriculture and especially in the sector of the cocoa farming reveal that most child laborers are non-migrants from minority ethnic groups (ILO, 2007). These reports also highlight that orphans are more vulnerable to exploitation. Although the reports mention child trafficking and forced labor, the proportion remains relatively low. Children work both on family farms and in farms of other individuals. They are most often involved in clearing, seed planting, pesticide spraying, water pumping from wells and transportation of crop. These activities have potential risks for children, among which there are skin injury, fractures, body pain, and snakes and insects bites. According to Diallo (2008), the incidence of harmful work or worst forms of child labor (WFCL) varies from about 13% (Senegal) to 58.5% (Burkina Faso).

1.1.2 IPEC in Ivory Coast

3. The evaluated project is part of the actions of the International Programme on the Elimination of Child Labour (IPEC)⁴. IPEC's support at the country level is based on a comprehensive strategy including reinforcement of national capacities, harmonization of legislation, improvement of the knowledge base, awareness on the negative consequences of TE, social mobilization against this scourge and implementation of direct action programs (PA) of demonstration to remove children from hazardous work and provide them and their families with appropriate alternatives.
4. Following its Global Plan of Action in 2006, IPEC has committed to devote much of its efforts on Africa (Focus on Africa program). A regional strategy has been adopted in 2011.
5. The PPP/Mars project is the latest in a series of IPEC projects in Ivory Coast, as part of an overall strategy for West Africa/ECOWAS⁵, some of which have coexisted with PPP/Mars and was completed in early 2015. These are ECOWAS projects I and II "Eliminating the WFCL in West Africa and Strengthening Sub-regional Cooperation" and CCP (cocoa communities project) "Towards CL free cocoa-growing communities in Ivory Coast and Ghana," funded by USDOL as well as the PPP project funded by the Global Issues Group (GIG) entitled "Combating CL in cocoa-growing communities in Ghana and Ivory Coast."

⁴ IPEC is a program implemented in the Service of the principles and the fundamental rights at work in ILO Department of Governance and three-party government.

⁵ In all, IPEC has implemented eight projects in Ivory Coast and 11 in Ghana since 2002 with funds mainly from USDOL but also from Canada, France, Denmark, the Netherlands and Norway.

1.1.3 A Public-Private Partnership Project⁶

6. This project is a partnership between the cocoa company MARS Incorporated, through its Vision for Change Program (V4C) and ILO-IPEC. V4C has a long-term vision based on two pillars: i) productivity, concerning the improvement of agronomic practices that will enable cocoa farmers in 75 growing communities in Soubré, to obtain livelihood increase, and ii) community development, in which the project fits, inter alia, dedicated to the elimination of child labor.
7. This project was integrated into IPEC existing structures in Ivory Coast and fully complies with the “Cocoa Framework for Action-CFA” which includes Mars Inc. These initiatives are supervised by the Harkin-Engel Statement of Joint Action to support the implementation of the Harkin-Engel Protocol (2001) for the reduction of child labor. The Declaration was signed by the US House of Representatives, USDOL, the international chocolate industry (CFA) and the ILO.

1.1.4 ILO’s return in Ivory Coast

8. The original headquarter of ILO’s Regional Office for Africa is Abidjan. However, due to the instability in the country during the long political-military crisis of 2000-2010, the office was transferred, partly in Dakar and partly in Addis-Ababa. Only an antenna remained in Abidjan for the implementation of projects. The crisis being ended in 2011, ILO decided to return to its first registered office. The project developed in great part, but still administratively depending on 2 other offices and coinciding with the preparations for this transfer, which was formally completed in October 2015 with the appointment of a Director of ILO Office in Abidjan.

1.2 Project objectives

9. Project development objective is to “contribute to the elimination of the worst forms of child labor in Ivory Coast.”
10. The project immediate objectives are:
 - IO1: Strengthening institutional and community mechanisms to identify children involved in work and refer them to school or to other services, as well as monitoring to ensure a positive result in 15-20 V4C communities, 3 sub-prefectures and 1 prefecture in Soubré.
 - IO2: Strengthening community development initiatives that help create a protective environment for children in 15-20 V4C communities.
 - IO3: Strengthening understanding and commitment of parents, cocoa community leaders, officials of decentralized governments, employers’ and workers’ organizations, social service providers and other stakeholders in the fight against child labor Children in Soubré.
11. The project was implemented basing on two pillars: the system of observation and child labor monitoring in Ivory Coast (SOSTECI), and sensitization; the latter, through the promotion of access to education, SCREAM methodology and awareness on social protection issues.
12. Project team leaned on the implementation within the following implementing agencies:

Implementing structures	Action Programmes and services contracts
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⁶ Public-Private Partnership between the chocolate and cocoa industry and ILO to combat child labor in cocoa growing communities in Ghana and Ivory Coast.

I.O. 1	Directorate for the fight against child labor (DFCL) of the Ministry of labor, social affairs and vocational training	Services contract for the implementation of the mechanisms of information management (SOSTECI) and referral at community, sub-prefectoral and departmental level
	Regional directorate of solidarity, Family, Women and Children (DRSFFE)	Prevention, community and institutional capacity building programme
I.O. 2	National Agricultural Development Support Agency (ANADER)	Programme of capacity building and implementation of community action plans
I.O. 3	Regional Directorate of National Education and Technical Education (DRENET)	Service contract for the implementation methods of SCREAM activities
	NGO IVOIRE SERVICE	Awareness action programme on SOSTECI and child labor in the 15 cocoa growing communities in Soubré

13. The targeted communities are those in which the project V4C Mars, Incorporated has created Cocoa Development Centers (CDC) and Cocoa Villages Centers (CVC). These are different from those that were supported, as in Soubré, the PCB project. The 15 village communities which finally benefited from the project are:

Departments	Sub-prefectures	Communities
MEAGUI	MEAGUI	1. KRAGUI
		2. CHANTIER MOH/DAHILI
		3. KROHON
		4. RAPHAELKRO 2
	OUPOYO	5. PETIT-BONDOUKOU
		6. KONANBLEKRO
		7. TAKOREAGUI
		8. LIAGUI
		9. ANASSOU CARREFOUR
		10. OUSSOUKONANKRO
SOUBRE	LILIYO	11. GNOGBOYO
		12. PETIT BOUAKE
		13. PETIT BEOUMI
	OKROUYO	14. BROU N'GUESSANKRO
		15. OTTAWA

1.3 Brief history of project development

1.3.1 From October 2012 to September 2013: Project long start

14. In March 2012, the Government of Ivory Coast, with the support of ILO-IPEC, adopted the second National Action Plan (NAP 2012-2014) to fight against trafficking and child labor.
- October 30, 2012, signing of the agreement with Mars marking the start of the project.
 - April 2013, call for applications for the posts of coordinator and Admin-fin manager.
 - June 2013, Monique and Franck Koffi-Martial Akegnan are selected for the positions.
 - July 2013, the first activity of the project: workshop with regional stakeholders in the Nawa region on project implementation. This workshop was organized by ILO but without the presence of the project team.
 - July 2013, taking office of Franck Martial as project Admin-Fin manager;
 - Sept. 20, 2013, taking office of Monique Koffi as project coordinator.
15. Thus, it took almost a year (11 months) for each project team – coordinator and Admin-Fin manager – to begin their work.

1.3.2 From October 2013 to September 2014: the project develops against its limits

16. From September 2013 until June 2014 the team must stay in Abidjan although expected to settle in Soubré. Several reasons explain this situation:

- Project team was expected to settle in the building of ICRAF. This was not easy. They had to wait until the new building is finished to have, not without difficulty, a small office.
- For a project team supposed to go into the bush to supervise the progress of the activities, the project did not provide a vehicle (!) of its own. It had to share one of ICRAF's vehicles. This soon became impossible because each team had its program of activities. The decision then was made to purchase a vehicle and provide a driver. Everything was not settled until June 2014.
- January-September 2014: Completion of the basic study by the National School of Statistics and Applied Economics (ENSEA) and jointly funded by ICRAF-PPP Mars; The study ended in April but the report was not available until September because of ICRAF administrative delay;
- March 2014: Working sessions with the Directorate for the fight against Child Labor (DFCL), to bring together their activities on their service contract and also their budget ... and with the other implementing agencies by email (ANADER, DRSFFE, DRENET, Ivory Service)
- April 2014 (that is, 4 months): Approval of the AP by the Interdepartmental Committee for FCL, – heavier procedure to ensure the involvement of ministries (Education, Employment, Solidarity – Family-Women and Children).
- Development of TOR for consultancies namely: the development of additional guidelines and protocols to improve those already established to support the fight against CL (by a national consultant) and the development of the new scream module (by 2 international consultants managed by ILO Geneva).
- June 12, 2014: World day of FCL, with activities in Bouaflé, supported by the PPP/GIG.

17. In Soubré since June 15, 2014:

- Settlement in ICRAF premises,
- Development of detailed community action plans with ANADER in the 15 target villages.

1.3.3 From October 2014 11/20/2015: The late completion

- Training of local elected officials (mayors and regional councilors) of project areas including Soubré.
- November 2014, planned to finish on 2/28/15, agreement was made with Mars to extend the project until August 2015, given the accumulated delays.
- The team developed for itself a work plan, following implementing agencies' update plans. The team provided during the follow up period of these actions (participation in workshops, outings in the villages, etc.), the project vehicle was used particularly by the directorate of Solidarity (DRSFFE) because they did not have their own vehicle.
- SOSTECI: the implementation of the information system accumulated many delays. The contract with the DFCH was 6 months against 11 months of SOSTECI's implementation: village committees were set up in September-October 2014, collection tools revised in late January 2015, implementation of operational units in March, testing questionnaires in May ... the actual collection lasted between May and August 2015.

- June 2015, once again, an agreement to extend the project through December 2015 is taken, given the delays to carry out the planned actions.
 - November 11, 2015, start of final evaluation.
18. Finally, with the two extensions of the project, most of the planned actions were successful despite the fact that the presence of project team in the field was guaranteed only a little over a year.

2. Objective and methodology of the evaluation

2.1 Objectives of the evaluation

19. The description of the objectives, areas to be covered, and expected results of the evaluation are clearly stated in the Terms of Reference; namely:
- Determine the appropriateness of project design and implementation strategy.
 - Evaluate to what extent the project achieved the objectives set in terms of results and impact, and identify the factors and support limitations that led to the realization, or not, of these objectives.
 - Identify unexpected changes (positive and negative in terms of results and impacts), and the expected results.
 - Determine the effectiveness of the implementation of the program.
 - Assess the relevance of the sustainability strategy, its progress and potential of success by identifying the processes that will be continued by the stakeholders.
 - Identify lessons learned and good practices, especially regarding intervention models that can be further applied.
 - Make recommendations for project stakeholders to promote sustainability and support the implementation, expansion or further development initiatives that have been supported by the project.
20. The final evaluation should provide information to all stakeholders to assess, as appropriate, work plans, strategies, objectives, partnership agreements and resources. This should suggest a possible way forward for the future.

2.2 Methodological framework

2.2.1 Approach and methodology

21. An evaluation includes several lines of action: one of the first is the establishment of judgments of values about the degree of achievement of planned objectives and the scope of the achievements of a project or program. Evaluation criteria are used for this, which modulates or emphasizes one or another aspect or focus for project managers. Another aspect, no less important is determined by the final nature of the evaluation, is the role of tool for actors and responsible involved for learn lessons and teachings from project implementation and that could help in terms of fight against child labor.
22. The evaluation used qualitative data collection methods. Quantitative data were extracted, as well as project documents and reports, insofar as they were available and included in the analysis. Data collection methods and stakeholders' perspectives, wherever possible, were triangulated to increase the credibility of the results. The maintenance process was flexible to allow the inclusion of additional questions, to ensure that the key information was acquired.
23. **Three main tools** were used to carry out this work:
- **Documentary analysis and exploitation:** The evaluation team reviewed the available documentation, including monitoring reports, the results of surveys and studies, as well as progress reports.

- **Interviews with key stakeholders:** Interviews were conducted with key stakeholders of project implementation at the central, departmental and local level in the communities, to the extent of their availability and allotted time.
- **Field visits:** Field visits in project beneficiary communities took place to see the achievements made in the implementation and to have the views and opinions of project stakeholders and beneficiaries. These visits took place in project beneficiary communities in the three targeted sub-prefectures in Soubré, namely Meagui, Ouiyo and Okrouyo.

2.2.2 Development of the evaluation

24. The activities were conducted according to the conventional steps:

- **Preparation.** From the seat of the consultant in Brussels, between the end of October and 9 November the literature review and telephone interviews took place with i) the ILO Geneva officials linked to IPEC and PPP projects design and implementation in West Africa; ii) the responsible of the donor, Mars Incorporated; iii) and project coordination.
- **In Ivory Coast,** between 10 and 20 November 2015. i) Abidjan (11/11/15) ILO headquarters, Project team and ICRAF. ii) Visit in Soubré, Project Field of action – 12-14 / 11, with meetings (authorities, implementing agencies, other partners, etc.) and visits to sites and beneficiary villages and exchanges with the population, committees, schools and associations of IGA beneficiary women. Iii) Return to Abidjan for the last encounters and the organization of the feedback workshop.
- **In Europe.** As of November 23. Development of the evaluation report.

25. The reader will find attached the detailed timetable of meetings and evaluation visits.

2.3 Determinants and limits of the study carried out

26. In regard to the field phase, the independent mid-term evaluation was reasonably well conducted on the overall. The external critical elements to highlight are:

- **Independence:** the consultant did not see in one and the other stakeholders with whom he interacted any desire to undermine his independence criterion. He was able to conduct alone the majority of the interviews, and the moments where project staff was involved were with his consent. This was, for example, the case of the travel and visit to beneficiary village communities.
- **The limited time:** The time (9 days) for the field phase was too short to discuss with all the stakeholders and allowed to visit only three villages out of the 15 beneficiaries.
- **Unexpected events:** A problem with the starting date of the evaluator's visa issued by the Embassy forced a shift of one day in the entire mission. Either travel on Tuesday, November 10 instead of Monday 9 as originally planned. The agenda set for the visits and interviews in Soubré as well as the date of the feedback workshop were kept. However, we adapted meetings in Abidjan between the beginning and the end of the mission.
- **Access to relevant information:** It's always the key element that agglutinates all the fears of the evaluators as the results of the evaluation are based on data gathered from documents and interviews. On this occasion, we were limited by: i) with regard to SOSTECI, the DFCL had not finished its report with quantitative results and its analysis. We had only a few graphics anticipating this work. From then on, our analysis of SOSTECI's scope through the project will not have the depth that the availability of the report would have permitted us to have. ii) Concerning the new SCREAM module at the time of our visit, it was not yet ready, which limited us all the same.

- As for development of interviews, most of them were held in good conditions and our questions were answered openly by most of our interlocutors.

3. Findings of the evaluation

27. The findings below are the synthesis, through the grid of evaluation criteria, resulting to accommodate the sum of readings, interviews, and observations of a reality – that of the project – which is always richer and more complex. Key questions in the terms of reference (TOR) and included in the initial evaluation report, are addressed according to different evaluation criteria.

3.1 Design

3.1.1 Project Identification

28. The project called “PPP/Mars” was set up following Mars Inc.’s commitment to directly fund an FCL project with IPEC/ILO whose field of action would be partly in the village communities to which the chocolate company is linked in the region of Nawa, first as cocoa farmers and then as part of the “Vision for Change.”

29. In parallel, as already described (see chap. 1.1.2. and 1.1.3.), the project fitted well, by 2012, in the FCL process in Ivory Coast, contributing to its NAP and followed, first, IPEC/USDOL projects engaged in cocoa communities, then public-private partnership (PPP) projects funded by large chocolate companies grouped in the GIG, such as the PPP project and/or others conducted outside IPEC framework like those funded by Nestlé.

30. From then on, it is clear that this project is designed generally in complete consistency with IPEC action principles, taking into account the demands of the donor and fitting into existing initiatives of other organizations fighting against child labor. Similarly, its structure, the expected components and project expected outputs are determined taking into account other projects (CCP, PPP/GIG) and the National approach of the FCL. Thus it is based on three lines of action: 1. Continue to develop the SOSTECI, develop and implement community action plans and extensive awareness for communities with a focus on schools.

31. However, it is important to enumerate elements that the project does not share with its predecessors of the CCP and PPP/GIG: first, there is no support action at central level; everything is based on actions to carry out in Soubré. More importantly with respect to IPEC model projects: the project did not provide funds to help removed children (support for parents, school kits, reception, ...), so no direct budget to facilitate their reintegration. This in relation to the limited original budget: IM USD did not allow to commit direct action programs with children. The nature of the project for the integrated institutional reinforcement in the FCL was prioritized. We will see how in its implementation, the project tried to overcome this drawback.

3.1.2 Internal logics and coherence

3.1.2.1 *The analysis of project document*

32. It shows a structure into two main chapters (1. Project Framework and justification and 2. Project implementation strategy) which are complete in themselves and well explain, both the context and the objectives, the actions to be taken, the logical framework, the management framework, etc.). However, the analysis of this content gives way to some comments:

- First, it is striking that the document does not have any chapter dedicated to Resources and Budget, with a budget table, as usually found in a project document (PRODOC)⁷. This does not mean that the project did not have any budget in its implementation: it did have one, but not in its programmatic reference document.

⁷On condition that the PRODOC version delivered to us by IPEC is not the good one.

- Another element not stated in the PRODOC is “assumptions and risks.” Despite a good development context, we do not find the external factors likely to affect the development or the achievement of project objectives. For example, the important role of the police and the court in repressing child trafficking, or the Law on Compulsory Schooling.
- The immediate objectives are clear and, a posteriori, realistic. The statement of IO3 remains consistent with the actions to take to achieve them. The activities implying them are well described and allow a correct understanding of the actions to take. We could just regret that in IO3 dedicated to awareness raising everything is confined in the implementation of the SCREAM, while the project, through the NGO Ivoire Service, developed a whole part of broader awareness actions and affected the entire population of target villages. This action, highly relevant, is not explicitly provided for in the text or in its logical framework.
- However, attainment of the objectives and results according to the schedule, that is, within 2 years, was at first sight very unlikely if only one knows the time it takes to develop a complete project. We will come back to this because it had been corrected.
- Very unlikely, too, was the fact that the budget did not provide for a special transportation means, that is to say a project vehicle. For a team based in Soubré, a whole part of whose work would mostly consist in monitoring the actions implemented in 15 target communities, it was inconsistent to deprive them of their ability to develop their program outputs, excluding travels to and in Abidjan, whenever necessary. This deficiency has also been corrected during the implementation, which induced budget rehabilitation, reducing from 20 to 15 village communities to support.

3.1.2.2 *The analysis of the indicators of the logical framework*

33. The analysis of the indicators of the logical framework and their use during the project also allows us to address a series of reflections including measuring achievement of the objectives.
- The indicators of the logical framework are one of the elements of a project’s monitoring system. The PRODOC devotes a long chapter (2.8.) which can be summarized by saying that this system, apart from the indicators of the logical framework, is also made up of a monitoring plan with someone to lead it, and two studies: a baseline study (baseline) at the beginning of the project and an evaluation study at the end of the project to see the evolution of the indicators defined by the first.
 - However, in the same way the baseline study has been conducted (September 2014) by the National School of Statistics and Applied Economics (ENSEA), the evaluation study was not carried out. This deficiency could have been anticipated in the PRODOC given project budget limits. The lack of budget in the document does not allow to see if the evaluation study was budgeted. Moreover, ENSEA study is an excellent project output, rich in relevant information.
34. So to come back to project indicators, below is a table taken from the PRODOC that contains the original project indicators. A series of indications immediately stands out:
- This is a set of 16 indicators, covering different objectives and actions of the project. There are mostly process indicators (13 IOV) related to planned deliverables and three impacts (2.4. Number of children removed or prevented from engaging in child labor through SOSTECI and 2.1.-2.2. Schooling and dropout rate.

Indicators	Verification means
Immediate Objective 1: Strengthening community and institutional mechanisms to identify children engaged in child labor, refer them to schools and other services and monitor them in 15 V4C communities of Soubré	
1.1 Number of communities with a very operational CLMS	Project monitoring system, SOSTECI

Indicators	Verification means
	registries
1.2 Number of communities with action plans intended to fight against child labor	Project monitoring system
1.3 Number of child protection coordination groups built and which regularly meet. Number of prefectures and sub-prefectures developing action plans on CL.	Project monitoring system
1.4 Number of initiatives or community action plans co-funded by the local government/the decentralized ministerial directorate to fight against CL	Project monitoring system
1.5 Number of guidelines and operational protocols developed and registered by child protection coordination groups, with a good circulation.	Project monitoring system
Immediate Objective 2: Strengthening community development initiatives that contribute to creating a protective environment for the children of the 15-20 V4C communities	
2.1 Schooling rate in target communities	School registries, baseline surveys, data of the Min. of education
2.2 Dropout rate in target schools	School registries
2.3 Schooling of students identified by child labor monitors for the services	School registries, SOSTECI systems of report development
2.4 Number of children removed or prevented from engaging in child labor through SOSTECI	SOSTECI systems of report development
2.5 Number of management committees set up	Project monitoring system
2.6 Number of schools that develop "early warning" systems for children at risk of leaving school	Project monitoring system
2.7 Number of cocoa farmers who train on labor hazard and OSH. Number of trainers trained on hazardous work and OSH.	Project monitoring system
2.8 Number of safe cocoa farms	Project monitoring system, SOSTECI rapport
Immediate Objective 3 : Strengthening understanding and commitment of parents, leaders of cocoa growing communities, decentralized administration, (...) and other stakeholders to fight against child labor	
3.1 Number of schools implementing SCREAM activities	Project monitoring system
3.2 Approval of the SCREAM module on agricultural child labor	Project monitoring system
3.3 Number of schools testing the SCREAM module on agricultural CL	

- An indicator is badly formulated (2.3 Schooling of students identified by child labor monitors for services) that could have become a good impact IOV if formulated in terms of "number of students ..." and another one is unclear and impossible to measure (2.8. Number of safe cocoa farms).
- **The number of this group of initial indicators was subsequently reduced** during implementation⁸, from 16-9 IOV, including 7 (in blue in the table) among the original and two (in red) new, which are actually the reformulation or adaptation of existing 2.

35. Our opinion on this reduction is generally positive in that it eliminated poorly designed and facilitated IOV project monitoring. However it is a pity to have eliminated equity-linked IOV impact in schools (2.1., 2.2. and 2.3. if corrected) in which the measure could have been made via DRENET because, on the one hand, only one IOV impact (the number of children removed) is left; which is very limited, and on the other hand, because these IOV are very linked to project expected effects in terms of children at risk of school.

3.1.3 Validity of project design

36. To consider the validity of project overall design, it is important to be protected against easy judgments made retrospectively, when reality in the implementation showed one or the other

⁸ In project « technical progress report » of october 2014, indicators are already reduced to nine.

flaw or starting inconsistency. Having developed many projects and aware of their difficulty, we refrain from avoiding this temptation.

37. Given the different analyzes carried out, the evaluation finds that project overall design is correct and, no doubt, will have achieved its first objective as a guide and a framework for project successful implementation. From this point of view, the design helped achieve the project objectives.
38. In its weaknesses, the central question of time comes out. From this point of view, this project is no exception to chronic mistake in many projects design: they are too short to achieve very ambitious objectives and always claim to have lasting effects. In most cases, projects are designed on programming and budgeting cycles of donors and not with a vision of development taking into account periods of several years. But this is a sensitive and difficult question to address by agencies such as ILO, still dependent on external funding. In this case, IPEC could only adapt to the limits of the modest budget provided by Mars. Nevertheless, it is interesting to notice the contradiction between a broad and long-term vision from Mars with its V4C up to 2020, and this project on the FCL they funded, which is clearly too short for these ambitions.
39. The fact that this project will develop an observation and monitoring device to identify and refer children at risk or victims, did not provide actions to help removed children and facilitate their reintegration, is a lack of consistency and a severance weakness.

3.2 Relevance

3.2.1 In relation to the needs of stakeholders and beneficiaries

40. We have already noted that this PPP project is designed consistent with the 2010 Framework for Action of the chocolate companies (members of GIG) to apply the Harkin-Engel Protocol aimed to reduce child labor under its worst forms in cocoa industry, and then with Mars Inc. and its rural and agricultural development V4C program in 75 village communities of Soubré.
41. Concerning the national policy of the country, the project was approved by the Inter-ministerial Committee of the FCL. In addition, support to SOSTECI and to government departments directly supported at central (DFCL) and departmental (DRSFFE and DRENET) level has reinforced these institutions and helped consolidate the efforts of the Ivorian Government in the FCL.
42. Similarly, we have already assumed that the project is also part of the trajectory and FCL process conducted by ILO/IPEC in West Africa.
43. PPP/Mars is consistent with the major IPEC strategies and interventions in Africa, especially in the ECOWAS region. They are based on an integrated approach leading to the causes of CL and particularly developed in three components which are in fact those of PPP/Mars: i) active children monitoring system; ii) Community Action Plans to monitor and prevent child labor; and iii) Social mobilization against child labor.
44. Compared to beneficiaries, there are primarily the own children at risk or victims of CL. Project baseline study, as well as those of PAC and PPP/GIG projects, showed the proportion of child laborers and involved in hazardous work. Varying proportions of children are regularly involved in carrying heavy loads (~ 20%); they incurred pain, disease, exhaustion and other inconveniences (~ 17%). The majority of them handled sharp equipment and 5% handled pesticide sprayers. 1/3 worked without protection shoes. Among children who reported being forced to work against their will, 28% work in agriculture, including 12% in cocoa farms. These data confirm what everyone knows in the field: Child labor is a true reality of rural communities in the region.

45. Apart from children, the project has been especially relevant to other categories of beneficiaries, particularly, the population of the affected village communities which, through the project, have understood the basic concepts of child labor and hazardous work to avoid.
46. The vast majority of beneficiaries, representatives of the communities interviewed by the evaluator, showed their satisfaction with project benefits.
47. Similarly, all the partners interviewed at the decentralized level, namely prefectural authorities, institutional and civil society (NGOs, village associations) leaders, teachers, etc. highlighted the relevance and benefits of the PPP/Mars project.
48. That said, it is important to note that this project is developed in a context where the needs are still enormous; first, relative to the V4C communities because the project supported only 15 out of 75 of the programme. Then, they are only a tiny fraction of all 1,500 existing village communities in the departments of Soubré and Meagui, project action field. From then on, it is clear that these projects are not eligible for a wide coverage of the population; the first value is the pilot nature, the institutional strengthening that serve as an example, a reference on “how to go and get results.” It is already a lot.

3.2.2 The current relevance of PPP/Mars

49. The problems and needs that generate the project, although reduced, still exist. The problem of child labor in Soubré region primarily dedicated to cocoa farming and developed by the baseline survey and other national surveys confirm this.
50. However, the perception among the population about child labor has begun to change thanks to the different actions, of which is awareness. The needs are still enormous, as we saw it, so is the application because, as the officials of Ivoire Service, the NGO responsible for the awareness in the villages noticed, the leaders of village communities close to those where the awareness activities took place, asked them to come to their places to deploy the same actions.

3.2.3 The validity of the approach and its potential to be expanded and replicated

51. The project is inspired by and follows the CCP and PPP/GIG projects. We will no longer insist on the fact that it is based on what the two big sister projects had already initiated, namely in terms of actions to be taken (SOSTECI, child protection committees, Community Development Plans, support to government departments present, etc.).
52. However, PPP/Mars has specificities especially in how these actions and results were conducted and achieved. Two key elements are to be considered:
 1. First, the logistics and benefit sharing that demonstrated that project team worked in close collaboration with ICRAF, occupying one of their offices in Soubré (not without difficulty and a long wait) and properly integrated in the V4C Mars donor. This has enabled a smooth implementation, combining the tools and methodological rigor provided by IPEC/ILO with the effective implementation of Community actions through the preliminary work conducted in the villages by ANADER under the aegis of ICRAF.
 2. The other important element is to put almost all the weight of the implementation, including the project team, on the peripheral level, unlike the PAC and PPP/GIG which had strong actions components at the central, level including projects teams.
53. The evaluation considers project approach and strategies focused on the LOCAL and the FIELD as very valid, particularly the settlement of project team in Soubré, which allowed them to monitor the actions and reframe them in time without errors. This design of the implementation

device with a close monitoring of actions is, undoubtedly, reproducible in any other project designed to be implemented mainly at the peripheral level.

3.3 Efficacy

54. We will address the efficiency of the project in three stages: first by analyzing the completion of planned objectives and outputs with the values achieved for project indicators, particularly related to the results of SOSTECI, then the response of other evaluation questions, which will ultimately lead us to formulate an overall evaluation of project efficiency.

3.3.1 Achievement of project immediate objectives and outputs

55. The analysis of project achievement and objective will follow. We have at the end of the chapter a summary table containing the objectives, outputs and values achieved by project indicators. From then, on the analysis the table does not repeat the values and figures that it already contains.

3.3.1.1 The outputs of IO1

Immediate Objective 1: *Strengthening community and institutional mechanisms to identify children engaged in child labor, refer them to schools and other services and monitor them to assure a positive result in 20 V4C communities⁹, 3 sub-prefectures and 1 prefecture¹⁰ of Soubré*

56. The objective linked to the implementation of Ivorian Child Labor Observation and Monitoring System –SOSTECI – is subject to direct support from ILO/IPEC; particularly in the context of CCPs and PPP/GIG sister projects. We dedicate a separate chapter to SOSTECI.

Output 1.1: *Child Labor Monitoring System developed in 15-20 V4C communities.*

57. Let us define the framework to facilitate the reader's understanding:

1. The project benefited from the organization of the community field by ANADER, on behalf of ICRAF/V4C. Indeed, this agency had already helped villages to strengthen governance and support local development initiatives through a participatory process leading to the creation of Community Development Committee (CDC) and Community Development Plan. The CDC is the central body from which the other community development actions (health, education, agriculture, etc.) are organized into sub-committees. It is on this organizational base that the project will act to develop the SOSTECI.
2. The development of SOSTECI focuses on two main pillars: i) creation of committees that are active in the fight against child labor, and ii) the development of CL observation and monitoring system on the basis of monitoring teams responsible for identifying children at risk or victims of hazardous work and further refer and help them. The system starts at the community level in the village, with the Child Protection sub-committee of the CDC, and rises in a pyramidal way, via teams in the sub-prefecture and department (DRSFPE) to the central level in the DFCL, which houses the team with the highest technical ability, capable of designing tools, training users, analyzing and adjusting field information.

58. From then on, to reach the planned output, these followed one another: training ANADER teams on the fundamental concepts of the FCL → creation and/or training committees that have become ones of the fight against child labor (CFCL) → selection, training and equipment of 3

⁹We left the original statements in the IO and the outputs of 20 or 15-20 communities, but the 15 communities are really those that the project will finally have supported.

¹⁰ Because the territorial division in Ivory Coast has changed, the project field of action is found in two departments (prefectures), Soubré and Méagui (that of the new division), and 4 sub-prefectures.

CFCL members, responsible for collecting data on children at risk and diffuse the information on a monthly basis at the sub-prefectural level → regular start-up of the activity of the CFCL and of the collection team to monitor child labor in the village and identify their work using questionnaires and SOSTECI forms → monitoring and technical support from implementing agencies (ANADER DRSFFE, DFCL, authorities) and the project team.

59. The evaluation organized village visits and interviews to confirm that these actions have effectively been conducted in 15 target communities, or that FCL committees and related SOSTECI team are always operational.

Output 1.2: Strengthened child labor monitoring and referral mechanisms in the department and 3 sub-prefectures of Soubré.

60. At the beginning of the project, there was no departmental branch of the Ministry of Employment (where the DFCL is located) in the prefecture Soubré (or Méagui). So the project worked with the DRSFFE to coordinate SOSTECI relay actions at the departmental level. A team within the DRSFFE, benefited from various training and equipment to make them operational. Afterward, they regularly made field visits with project team to monitor and support community actions. Let us complement the device saying that a team in each of the 4 sub-prefectures had also been set up and trained.
61. The system related to the collection and diffusion of information has been made operational and a team member of DRSFFE was in charge of encoding and transmitting data from the 15 communities of PPP/Mars (... and 6 of UNICEF projects) to the central level of the DFCL.
62. Let us conclude by saying that the evaluation evidenced that the two expected outputs related to the implementation of SOSTECI, at Community, sub-prefectural, departmental and central level have been achieved. Committees were created, trained and were operational, and the system related to information on children at risk has also been set up with teams at the different levels. However, it should be noted that it **operated only four months**, from May to August 2015. This is due to the DFCL, and will we come back on this later in the chapter we will devote to it.

Output 1.3: Development of operational guidelines and protocols to help victims of child labor and children at risk.

63. At the basis of this work is the finding on the fact that Ivorian government had adopted child protection guidelines with UNICEF, but they were not implemented in the field. The project has appointed an experienced national consultant to make them more applicable, and therefore to review their content, especially to disseminate them to decentralized authorities (prefecture, sub-prefecture, etc.). A participatory process was undertaken including an inventory of knowledge, various workshops and development of text, ... leading to the document “*Additional operational protocols on the protection of children engaged in or at risk of engaging in the worst forms of children labor in Soubré*” that contains four protocols: P1: Facilitating birth registration; P2: Schooling of children victims of the WFCL who are not educated or are dropouts; P3: Measures for the identification and reintegration of child victims; P4: Protective measures for alleged victims of child trafficking. In each protocol, the document explains in a structured and simple way, the steps to follow by the parties to achieve their objectives. This is undoubtedly a useful output of the project. We noticed in the field its acceptance and a good distribution that could probably be expanded, given the value of the tool.

3.3.1.2 The achievement of immediate objective 1

64. We present a summary table with the values of IOV with an appreciation of the completion percentage. We decided to keep the identification of IOV by colors and we kept some eliminated IOV (in black) for which the evaluation has a good result.

Objectives and outputs	Indicators	Value and results	% of achievement
Immediate objective 1: Strengthening community and institutional mechanisms to identify children engaged in child labor, refer them to schools and other services and monitor them in 15 V4C communities of Soubré			
1.SOSTECI implemented in 20 V4C communities	1.1. Number of target communities with very operational CLMS	15 committees FCL (with collection team) implemented since September 2014 that are properly operational to date	100%
	1.2. Number of communities with action plans intended to fight against CL		100%
2. Strengthened child monitoring and referral mechanisms at departmental and sub-prefectural levels	1.3. Number of prefectures and sub-prefectures developing action plans on CL		100%
	1.4. Number of initiatives or community action plans co-funded by local government/decentralized ministerial directorate to fight against CL	The CAPs do not have public funding, but from the Conseil Café-cacao (the school of Anassou)	100%
3. Development of guidelines and protocols to support victims of CL and children at risk	1.5 Number of operational guidelines and protocols developed by child protection coordination groups with a real dissemination	The manual was developed, adopted, edited in July 2014 and disseminated at local level	100%

65. Achievement of IO.1: On the overall, the immediate objective 1 has been achieved because the various institutions and mechanisms have been properly set up. Be it the FCL committees at the various levels, from the community, the sub-prefecture and department, the protocols provide an essential tool to initiate actions on children at risk or victims

3.3.1.3 The outputs of IO2

Immediate Objective 2: Strengthening community development initiatives that contribute to creating a protective environment for the children of the 15-20 V4C communities

Output 2.1: Community action plans against CL developed in 15 V4C communities.

66. ANADER is, as implementing agency, at the core of this work. Based on the operation of the CDC and FCL Committees in the 15 communities supported, the objective was to help them develop a Community Action Plan (CAP) for the FCL with actions that can be funded and having useful benefits for children at risk.

67. The evaluation revealed that the work was carried out with a good participation of community, local and prefectural authorities. CAPs were developed and implemented. To avoid burdening the text, we added a table in the appendix with details of the actions developed by ANADER in this framework. There are often income-generating activities stemming from these CAPs and undertaken by women's groups in the form of food crops, part of which goes to the school canteen; which much contributes to its function of facilitating schooling and curbing dropout. There is also school rehabilitations and equipment in benches for students.

68. The evaluation revealed firsthand during visits to villages, some of these achievements.

Output 2.2: Capacity building of school management committees for the development of early warning on school dropout and other child labor prevention initiatives.

69. Almost only half of all Ivorian children complete elementary school. It is therefore important to introduce strategies to fight against children’s failure and dropout. The creation of “early warning” system (EWS) to identify and assist children at risk of dropping out is one of the strategies tested by ILO-IPEC in its programs and that have proven effective. These systems involve actions so that the identified child can be helped through counseling, remedial courses, school meals and assistance in kind or in cash, education on human rights and commitment of community members to share information about their business and the labor world.
70. The project, through ANADER and DRENET initiated a strengthening process (training, workshops, etc.) so that the School-Management Committee¹¹ get involved and develop initiatives based on strategies against school failure that pushes children to leave schools for farms or elsewhere.
71. The outcome of this process remains mixed. Through interviews conducted by the evaluation with the different actors involved, satisfaction for strengthening of SMCs and a great regret arises because this set of actions took place very late, in May 2015. The DRENET is sorry because there were school holidays, and we did not have time to fully implement this EWS. Project team explained that there was a delay in receiving funds.
72. These delays do not invalidate the importance of EWS and SMC but we do not have perspectives to see if they are fully operational. However, some results began to appear. For example, in Gnogboyo village, they identified children coming from encampments to school. Tutors were found for them in the village so that they are welcomed and can stay if necessary.

Output 2.3: Capacity building of ANADER’s V4C teams on hazardous child labor and occupational safety and health.

73. This output remains a corollary of the two above as part of ANADER’s same work. A lot of cocoa farmers and cooperatives officials, as well as community and religious leaders have been trained and sensitized on the fundamental concepts of child labor and especially hazardous work and good practices to preserve health in agricultural work (Occupational Safety and Health training by an occupational physician for 84 trainers in agricultural cooperatives).

3.3.1.4 The achievement of the immediate objective 2

Objectives and outputs	Indicators	Value and results	% of achievement
Immediate Objective 2: Strengthening community development initiatives that contribute to creating a protective environment for the children of the 15-20 V4C communities			
4. Community action plans developed to fight against CL	- No planned indicator	Achievement explained in the IOV 1.2 (15 operational CAP)	100%
5. Strengthened the capacities of SMC to implement the EW and prevent child labor	2.1. Schooling rate in target schools, 2.2. Dropout rate in target schools, 2.3. schooling of children by child labor monitor for social services	These IOV were eliminated by the project. (schooling rate can be calculated by sub-prefecture and dropout rate by school)	
	2.5. number of school management committees developed	15 operational SMC	100%
	2.6. Number of schools developing EWS for child at risk of leaving school	Though recent, 15 schools have an	100%

¹¹ SMC include teachers, headmasters, students’ parents and other community members.

		operational EWS, 24 children enrolled, 12 in Gmogboyo village and 14 in Anasu	
2.4. Number of children removed or prevented from engaging in child labor through SOSTECI		In September 2015 the DFCL finds 1559 child laborers, of which 578 girls and 981 boys. These are the figures of a collection of 4 months by SOSTECI... but without distinguishing those related to cocoa farming of the others (mechanics, buildings apprentices)	
6. Building the capacities of ANADER's V4C teams and the OPA on the hazards of the TOR, occupational safety and health	2.7. Number of cocoa farmers who train on labor hazards and OSH. Number of trainers trained on labor hazards and OSH	84 trainers of agricultural cooperatives trained on labor hazards and OSH + occupational physician	100%

74. Achievement of IO2: No doubt, when we compare the preliminary draft with the situation of the evaluation, we notice that there had been a large building of the capacities of community initiatives related to FCL and covering different social areas, including strengthening schools. We appreciate that IO.2 was broadly achieved. Probably the durability the implemented SOSTECI is still unresolved but this will be analyzed further.

3.3.1.5 The outputs of IO3

Immediate objective 3: Strengthening the understanding and commitment of parents, leaders of cocoa growing communities, leaders of decentralized administrations, of workers' and employers' organizations, of social services providers and others stakeholders on the fight against child labor

75. The component of social mobilization and awareness for the fight against child labor is essential because awareness about CL effects and hazards is the prerequisite to achieve a change of behavior in families, community leaders, agricultural organizations and government agencies. They all need information and understanding about child labor and how to combat it.
76. It is important to emphasize that under this IO, project has planned two outputs only related to SCREAM methodologies.
77. But, it also had broad actions conducted by the NGO Ivoire Service that we will mention too.

Output 3.1: Organizing cultural events for and by children and communities using SCREAM methodologies.

78. SCREAM is an IPEC awareness methodology on the defense of children's rights through education, arts and the media (SCREAM) designed as activity modules to be developed by and for children. The project was expected to provide support to schools in the 15 communities chosen to deploy SCREAM activities.
79. For this reason, the DRENET involved the whole education pyramid in Soubré, from school teachers to inspectors and county officials, and representatives of teachers' unions, to implement the program. From the development of their own DRENET on CL and SCREAM (03.26.2014) and the development of the action plan to implement the SCREAM, different steps followed one

another, including: identifying schools and teachers involved in the program, teacher training, the development of modules and basic materials necessary for the activities, the creation of the Club for Children’s Rights (May 2014). The activities started in each school and were for theatrical performances, drawings and poems on the theme of children’s rights and child labor. This process continued with show and competition first between the 15 schools and then between school inspections, and the final was held on 11.26.2014 in Soubré during a public meeting with prize allocation for the best activity, all related to the fight against child labor.

80. The testimonies collected by the evaluation show, first the enthusiasm generated by the SCREAM activities in school children and teachers, and their potential impact to disseminate children’s rights and child labor hazards in the affected communities.
81. The NGO Ivoire Service conducted action programme awareness in the 15 communities in parallel to SCREAM’s actions, between August 2014 and January 2015. These actions included a first wave of local awareness campaigns in each village (talks, leaders, door to door, etc.) followed by mass actions with public presentations distribution of mediums (t-shirts, posters, etc.), sketches, broadcasts on local radio stations (Radio Nawa) and interventions (3) during RTI1 news. Training of community and religious leaders and meetings with social partners, completed the AP awareness.
82. The evaluation met NGO team and confirmed to the other witnesses the excitement in the villages and the right method of approach developed by the NGO. It is important to note that the different community leaders stressed the increased effect of the awareness on CL by the synergy of the actions of SCREAM and Ivoire Service in the same periods.

Output 3.2: New SCREAM Module “child labor in agriculture” developed and tested in 5 schools.

83. Throughout its evolution, IPEC created additional modules to the original SCREAM. Given that agriculture is the sector having most of child laborers (60%) and the greatest impact in terms of hazardous work, project plans to create a special module on CL in agriculture with special emphasis on hazardous work.
84. Project resorted to an international consultancy (2 experts) for this with the help of IPEC Geneva. Once developed, the new module should be tested in at least 5 V4C schools that used the SCREAM whose feedback was to improve the module before its approval and diffusion.
85. The consultants well conducted their mission in February 2015. The new module was tested in two schools, Petit Bondoukou and Kragui during their mission. They reviewed the module during sessions with teachers, inspectors and students. Subsequently, an approval of the module took place on August 14 in Abidjan by different stakeholders, teachers, and the teachers’ union. The evaluation team met with teachers’ representatives who gave a good appreciation of the new SCREAM.
86. The fact is that at the time of the evaluation (11-19 November 2015), the new finalized module was not yet available. We therefore did not get access to it.

3.3.1.6 Achievement of immediate objective 3

Objectives and outputs	Indicators	Value and results	% of achievement
Immediate objective 3: Strengthening the understanding and commitment of parents, leaders of cocoa growing communities, of decentralized administration, (...) and other stakeholders to fight against child labor			
7. Organizing activities for and by children using SCREAM methodologies	3.1. Number of school developing SCREAM activities	The 15 V4C community schools developed SCREAM activities	100%
8. New SCREAM module	3.2. Approval of the SCREAM module on child	Draft approved but the	70%

"CL in agriculture" developed and tested in at least 5 V4C schools	labor in agriculture	final version is still not available and disseminated	
	3.3. number of schools testing the SCREAM module on CL in agriculture	2 schools (Kragui and Petit Bondoukou out of 5 expected in the project	

87. Achievement of IO3: It is important to consider that the two expected outputs of these objectives were achieved: the SCREAM campaign in 15 schools and the development of SCREAM module in agriculture. But beyond that, it's the very scope of this objective "Strengthening understanding and commitment ..." that must be highlighted. Often it is an intangible objective with difficult effects to measure, the awareness calls for population's full realization of a new idea that it did not considered: child labor and its hazards are a social "evil" to be eliminated. The fact that this idea gradually permeates the community will has further a more important effect in the FCL than anything that quantitative indicators could show.

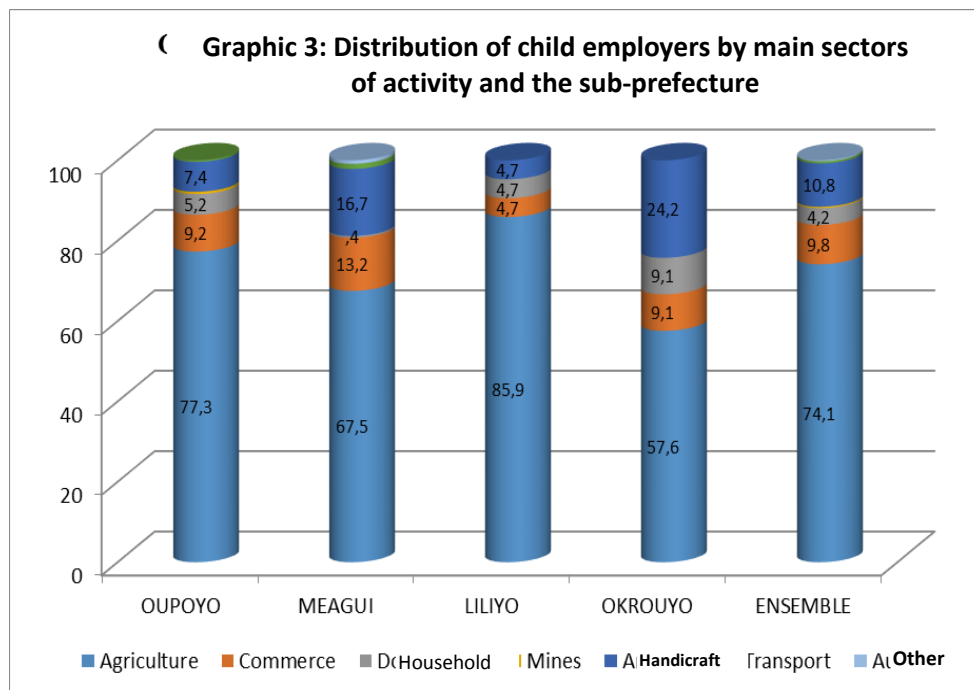
3.3.2 The value of the SOSTECI

88. The fight against child labor, as a movement and multisectoral strategy covering the whole society, needs information and reliable data. It could be compared to the field of public health that focuses its decisions on data from national health information system (deliveries, treated patients, hospitalizations, etc.) to effectively fight against the disease. Also a developed and operational SOSTECI is vital for the FCL and the remaining challenges.

89. It is true that many problems had been (and have to be) overcome to move forward in the installation of a so demanding device. Currently, there is a central unit for 7 people in charge of the SOSTECI in the DFCL. IPEC/ILO supported SOSTECI throughout its course started in 2003. In 2005, the first survey of the CL (INS) took place following lethargy due to the political crisis until 2011, when the process restarted (development of tools, manuals, etc.). In 2013, the "Phase 1 pilot" was launched until late 2014, resulting in a report document. The lessons learned were taken into account in the present "phase 2 pilot" when support from PPP/Mars (as well as that of UNICEF) in SOSTECI was provided.

90. In this project, after all the delays and actions to implement it (committees collection teams, monitoring of the circuit, etc.) the SOSTECI could only operate for four months. The evaluation is detailed in the analysis of these mechanisms and failures (see above, chapter on DFCL and chapter on sustainability), but it is important that "the difficulties of tree does not hide the forest" of the positive consequences SOSTECI that is still very young. Therefore, although the DFCL's balance report on SOSTECI developed as part of this project is not yet available, we wanted to show a few graphics, SOSTECI's ability to provide relevant information.

91. The graphics and subsequent tables are sufficiently clear and are self-expressive, without the need to provide comments or analyze which stand outside the evaluation.

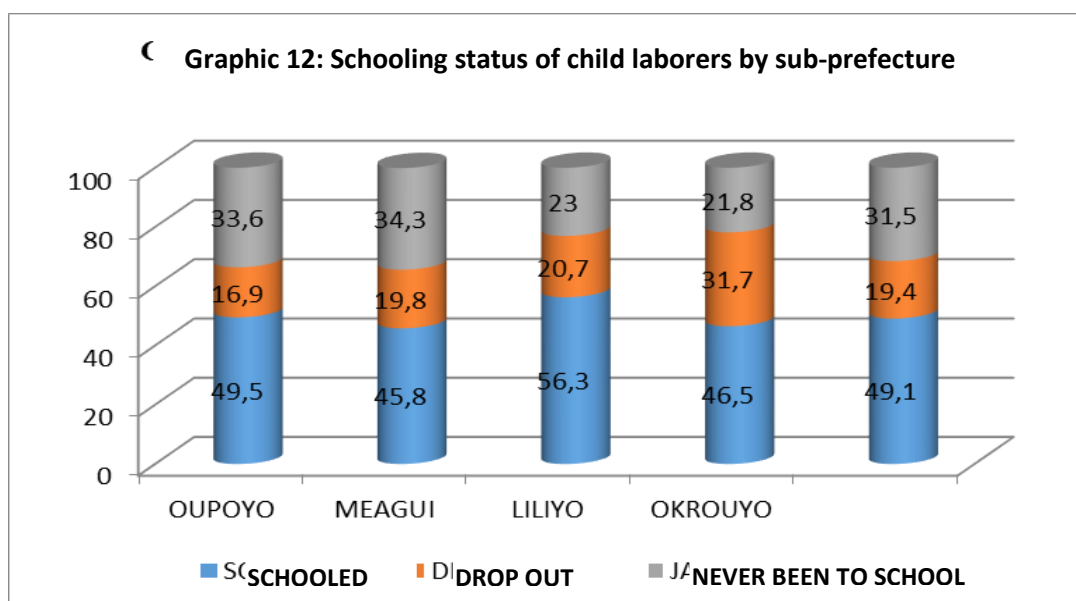


Source: SOSTECI-PPP-MARS, Module 4.

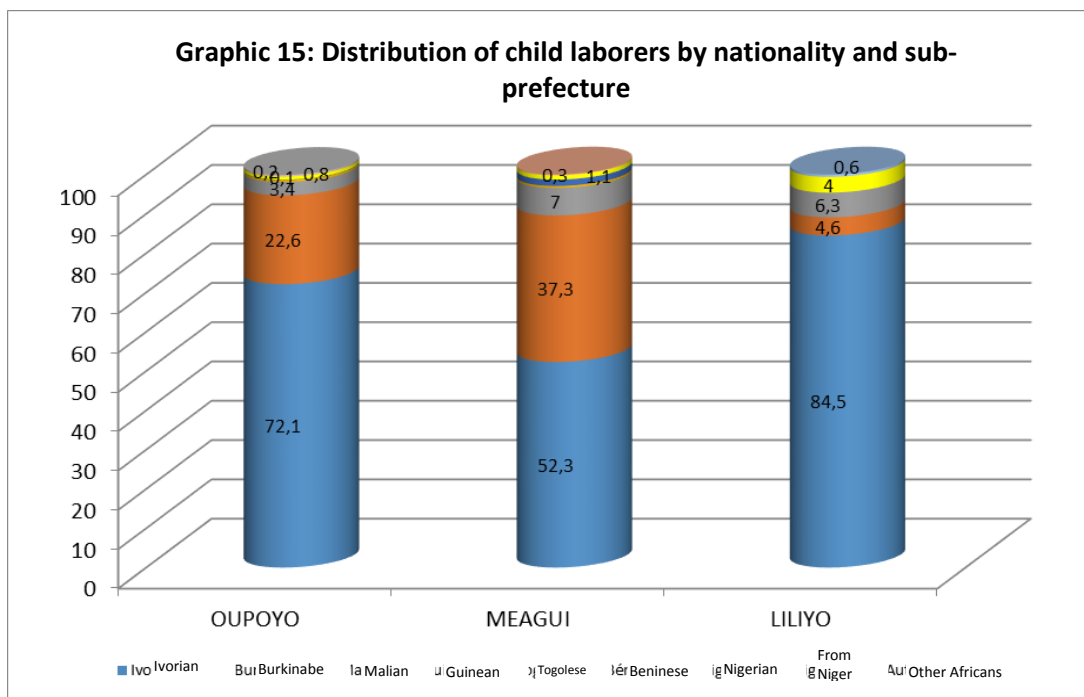
Table 6: Distribution of children by sex and age

	Boy		Girl		Total	
	N	%	N	%	N	%
UNDER 14 YEARS	499	32.0	352	22.6	851	54.6
14-15 YEARS	259	16.6	123	7.9	382	24.5
16-17 YEARS	223	14.3	103	6.6	326	20.9
Total	981	62.9	578	37.1	1559	100.0

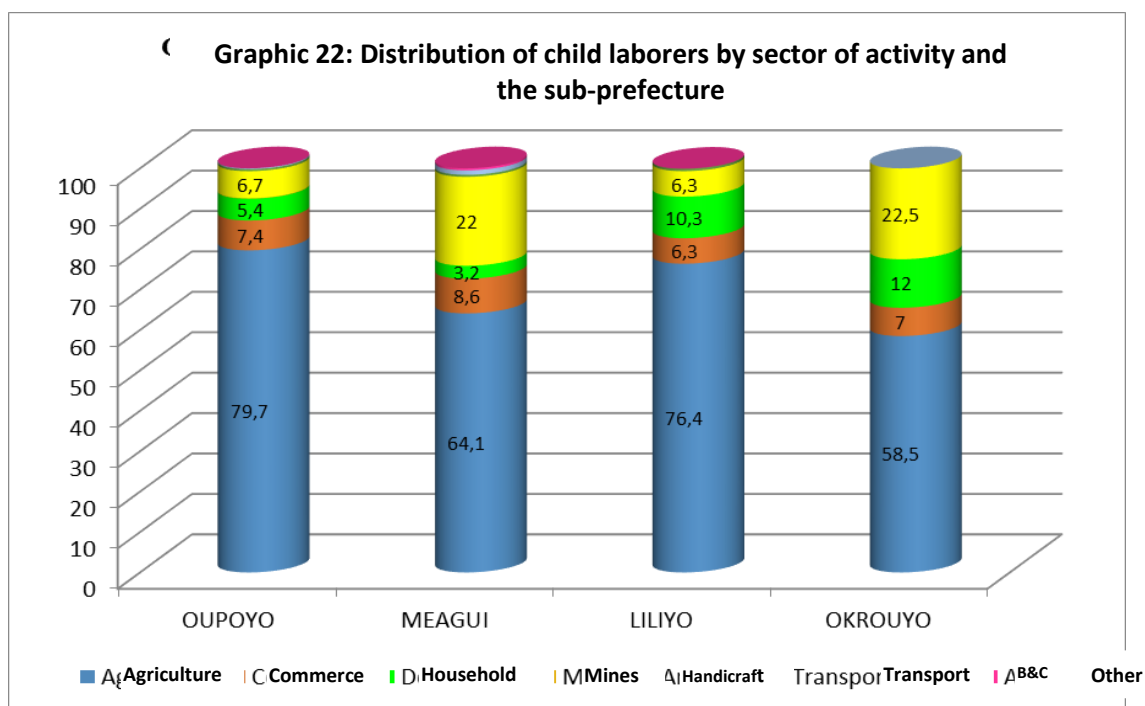
Source: SOSTECI-PPP-MARS, Module 5.



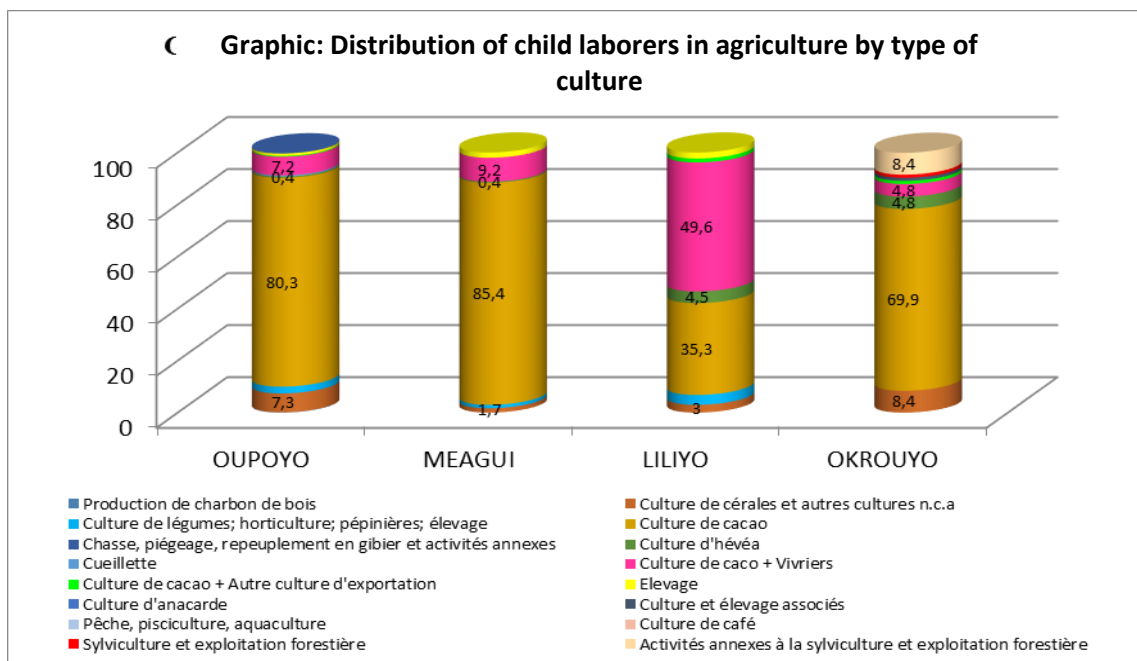
Source: SOSTECI-PPP-MARS, Module 5.



Source: SOSTECI-PPP-MARS, Module 5.



Source: SOSTECI-PPP-MARS, Module 5.



Source: SOSTECI-PPP-MARS, Module 5.

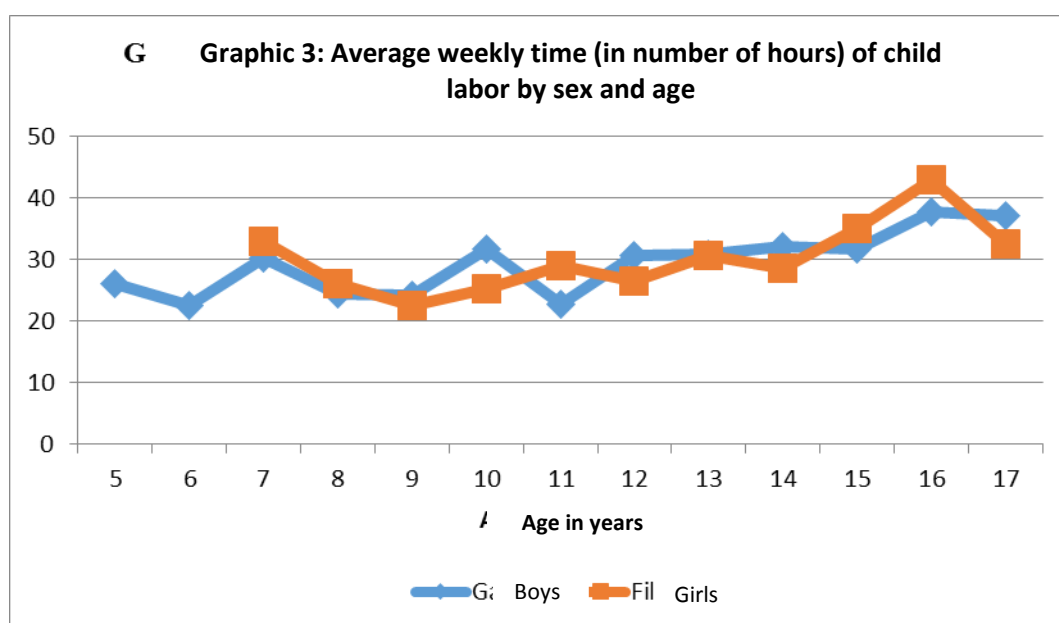
NB: The table below presents the English version of the items containing in the graphic just above.

Charcoal production	Cereals cultivation and other crops
Vegetable growing, horticulture, nursery, breeding	Cocoa farming
Hunting, trapping, game propagation, and related activities	Rubber culture
Gathering	Cocoa farming + food production
Cocoa farming + other export crops	Breeding
Cashew farming	Farming and related breeding
Fishing, pisciculture, aquaculture	Coffee farming
Forestry and logging	Forestry and logging related activities

Table 16: Average weekly time of child labor by schooling status and sex

	Schooled	Dropout	Nver been to school	Overall
Girl	26.0	41.5	43.8	35.0
Boy	25.9	37.3	34.7	30.5
Overall	26.0	40.0	40.8	33.4

Source: SOSTECI-PPP-MARS, Module 5.



Source: SOSTECI-PPP-MARS, Module 5.

3.3.3 The role of implementing agencies and other partners

92. **1. Directorate for the fight against Child Labor-DFCL:** The current directorate within the Min. of employment is the evolution of the FCL Autonomous Service of the Department of public service which operated between 2000 and 2011. By becoming a central directorate, FCL Department has gained an institutional heaviness but also a bureaucracy to carry out actions, particularly in the field.
93. Compared to PPP/Mars, the DFCL applied for funding through a more ambitious Action Program (1 year) instead of contract Services (6 months). Finally the project opted for the second funding method, which involved fewer resources and more limits (taking fewer consideration for the necessary analytical work of the CPU). According to the assessment this decision was well founded because, in comparison with the DFCL based in Abidjan, the project entrusted its activities on the field to the DRSFFE and to the NGO “Ivoire”, based in Soubré and Méagui, and both better able to conduct field work in an efficient manner and above all efficiently.
94. Specifically, through its contract, the DFCL was responsible for the implementation of the various departmental, sub-prefectural committees and SOSTECI’s operational units and the improvement of the capacities of the DRSFFE for the effective management of children and the multiplication of training for ANADER’s V4C teams and members of community child protection committees.
95. It should be added that despite a contract service of 6 months, the DFCL has worked over a year, from July 2014 to October 2015, however the analytical report is not yet available.
96. **Strengths** of the DFCL relate to the fact that its team is at the basis of the SOSTECI and they have technically competent staff to provide the required technical assistance to the other periphery stakeholders involved in the system. They also have teaching materials for trainings and tools (software, etc.) and technicality for the implementation of collection and encoding units at the departmental level.
97. **Weaknesses:** *a) delays with regard to the established timetable.* Indeed, FCL committees were set up in the villages in September-October 2014, but for the data collection system we had to wait longer. The SOSTECI was in its pilot phase I after testing made as part of ILO CCP and PPP/GIG projects, among others. A review took place in November 2014 that proposed some adjustments to the tools. This led to corrections in the collection tools in late January 2015; the development of operational units in the field (15 committees) was held from 9 to 17 March 2015. The testing of the questionnaires took place in May 2015 and then the start of the actual data collection began. The collection stopped in August 2015, four months after its start, being fully dedicated to the compilation and analysis in order to produce a full report of the experience for the closure.
98. The evaluation gathered lots of testimonials from stakeholders who confessed being disappointed with regard to so many efforts to make the system operational but were obliged to stop shortly after startup.
99. *b) The DFCL does not have any departmental relay;* it belongs to the Ministry of Employment and, during the project, this Ministry did not have a decentralized antenna (Labor Inspectorate) in Soubré. It had to lean on the DRSFFE for coordination and field monitoring activities. The DFCL team came from Abidjan on any occasion for its activities, including 2 supervision missions for the operating units.
100. **2. The Regional Directorate of Solidarity, Family, Women and Children-DRSEEF:** As part of the implementation of the DRSFFE Action Plan, the following achievements are noted:

- ANADER's V4C training teams on SOSTECI, good practices to fight against child labor and on school-based prevention initiatives (May 2015).
 - Training of community committees on SOSTECI, technical management of a committee, awareness and community outreach, mobilization of resources and child labor hazards, occupational safety and health (May 2015).
 - Training of stakeholders on the regional reference system developed (PPP/Mars project).
 - Mapping of basic social services.
101. The DRSFFE benefited with equipment for its headquarter, as well as other supports such as:
- Rehabilitation of the Center for the protection of Early Childhood of Soubré (CPEC) and the social center of Okrouyo (see pictures). This is social welfare, on the one hand, that helps mentor the youngest so that his elders can attend school, and on the other hand, to conduct evaluation activities on CL (and others) intended for families, youth and children of the community.
102. **Strengths:** Being on the site in Soubré, they had a qualified staff to implement the activities of the Action Plan, particularly related to the functionality of SOSTECI and also having a facility for the implementation of various activities, their team was available to carry out actions with other agencies (ANADER) and project team. They carried out actions according to their work plans and timetable.
103. **Weaknesses:** They had no vehicle to conduct community visits and consequently had to use that of the project. The project provided them with a motorcycle to overcome this limitation.
104. **3. The Regional Directorate of Education and Technical Education-DRENET:** The DRENET, at the departmental level, is also the head of an extensive network of leaders and education structures. From the Department, Inspectors (IEP) in the sub-prefectures are at the head of a group of Pedagogical Advisors (each PA can have up to 20 schools under his authority), followed by school principals who are at the head of the teacher group (at least 6). It is this great network that associated with the project to carry out actions around the SCREAM and the early warning system that we already described.
105. **Strengths:** The testimonies agree on the strong involvement of the Directorate of Education in project actions. All the staff, educational advisers, inspectors and teachers were involved in the implementation of the activities. The staff was available and the schedule was respected because they started on time in 2014.
106. **Weaknesses:** No weakness was noted under the DRENET. Their regret is that they put the early warning systems into place very late (June 2015) due to the delay in funding.
107. In the same way the directorate, the evaluation regretted having eliminated from the project the IOV on schooling and dropout rates from schools during the period while they were measurable.
108. **4. The National Agricultural Development Support Agency (ANADER)** benefited from an Action Programme for one year for the extension of its action with the PPP/Mars. ANADER is a rural development agency that covers the whole country. It is organized into six regional divisions (RD), each RD is sub-divided into areas like that of Soubré (four departments of the NAWA). In each area, local planning teams (LPT) work with different technicians (agronomists, economists, etc.) and at the community level, with a large network of Rural Development Agents (RDA). Each RDA covers a group of villages.
109. We have already described their key role as an agency linked to V4C communities with ICRAF and their ability to penetrate the villages to implement a specific program intended for the fight

against child labor. Given the magnitude of their actions, we annexed a table recapitulating their achievements. Their activities are summarized here:

- Various workshops for capacity building of education stakeholders and local stakeholders on instruments against child labor, the WFCL and child labor monitoring. Affected stakeholders include SMC, teachers, V4C agricultural extension and community teams, agricultural cooperatives and the Cocoa Farmers' General Union of Soubré and Méagui;
 - The Development of CAPs at Community level (participatory diagnosis in March 2015), working sessions with social partners (May 2015) and the monitoring of the implementation of the 15 community CAPs, in progress.
110. Among the direct results of CAP implementation (and thus also project deliverables) include there are:
- The construction of new buildings in the schools of ANASSOU and KONANBLEKRO (classrooms, canteens, benches).
 - Development of IGAs for women's groups for school canteens.
 - Support for the establishment of 200 birth certificates to allow children to enroll in school and to sit for end of year exams.
111. The evaluation team visited some of the villages where these actions were conducted and received the testimonies of the beneficiaries of Action Plans.
112. **5. The NGO Ivoire Service and community awareness campaign:** Ivoire Service's strength lies in the fact that they have a strong presence in the villages of the area through a network of village health workers (VHW). They have a health center in Méagui that we visited. Their staff is competent and has the necessary know-how to take effective actions in the communities. We have already described the bulk of actions of the campaign. Let us summarize them:
- Organization of 15 local awareness sessions. In total, 519 men, 242 women and 364 households were affected by the local awareness campaigns.
 - 15 mass meetings (August 2014 to January 2015) through public presentations, sketches, with an average mobilization of 450 people by villages, that is to say, more than 6750 people affected.
 - Mass media: A contract with Nawa radio of Soubré carried out during 8 months (10/2014-0/2015), end of session broadcast with partners (ILO, LTCD, NGO ...) and reruns, 3 issues in the newspapers and on the website of Ivorian News Agency, presentation during the news on RT1.
 - 2 meetings with social partners on child labor and SOSTECI (12 NGOs and associations).
113. **6. The employers' and workers' organizations are not directly involved in the project.** They participated in various workshops. Noteworthy, the representatives of teachers' unions participated in the validation of the new SCREAM Module as teachers.

3.3.4 Coordination and collaboration with other interventions

114. The question of coordination has not been taken into account in the intervention strategy in the PRODOC, which shows the little importance it is originally given to it. It is therefore a priority for IPEC to strengthen the collaboration and coordination between stakeholders at different levels related CL elimination:
115. Between partners and project executing agencies:

1. Between institutional actors and organizations involved in the implementation (ANADER, DRENET, DRSFFE, DFCL, Ivoire Service ...). The evaluation found that the project has never organized a meeting between its agencies to discuss implementation, harmonize views, raise misunderstandings, etc. However, various officials interviewed regretted this lack of sharing. This concept is not explicitly listed as a task to undertake in the work plan of project team, it has never been considered.
 2. Between external partners:
 - The project: the collaboration with the other IPEC projects was effective: joint workshops (the training of local officials) and the organization of the CL World Day in June 2014 in Bouaflé.
 - However, there was no particular coordination with other major stakeholders in the FCL in the region of Nawa like UNICEF or Nestlé that are active in the same field. The project team, according to their testimonies, was too much under pressure to cover the planned activities. They did not think of taking time to step back and discuss with other partners and interventions about the elimination of child labor.
116. Furthermore, coordination at the decentralized level falls to the Ministry of Employment or, in its absence, to the MSFFE. In its defense, the DRSFFE well develops a platform of stakeholders on social issues but not particularly on the protection and the fight against child labor.

3.3.5 Overall evaluation of Project Efficiency

117. To summarize the different preceding analyzes about the efficiency, we want to emphasize the following:
- a. The three project components were implemented: SOSTECI is operational in 15 communities and began making very encouraging results, although the collection of information has only worked four months. Community Action Plans are at work, which posited the FCL as a true community development factor. Effective awareness was conducted at all levels through various communication channels.
 - b. Implementation of Activities: Although very late compared to project schedule, all planned activities have been implemented by project team and partners and implementing agencies with a good level of efficiency.
 - c. The value of all project indicators has significantly improved, but there was only one IOV impact.
 - d. There was a synergistic multiplier effect of the work of the various agencies on the same stakeholders and communities. According to stakeholders' testimonies, the impact was multiplied.
 - e. The awareness conducted is viewed as a factor to change behavior on child labor, already noticeable within the population.
 - f. Only the new SCREAM module is to finish and a non-used SOSTECI budget to use by ANADER to build a school canteen in Ottawa.
118. Other factors have contributed to decrease the expected achievement of some results, especially:
- a. The implementation of the SOSTECI knew delays; so it only worked four months. After the review of its pilot phase and the corrections made, it remains a development system that is not yet stable in its implementation.
 - b. The project, focused on the implementation of its activities for a short period, probably neglected its ability to contribute to coordination.

119. The Evaluation is a global assessment taking into account the overall achievement of the three immediate objectives and given the difficulties that occurred, **a high efficiency of PPP/Mars.**
120. We must emphasize the multiplier effect produced by the synergistic work of the three project components on the same territory, the departments of Soubré and Méagui.

3.4 Efficiency

121. To assess the efficiency, we use the financial implementation criteria, time management, and the effects of administrative-financial procedures.

3.4.1 Budget execution

122. The table below summarizes the updated budget execution.

BUDGET MANAGEMENT - PPP MARS PROJECT, Nov. 2015							
Updated on November 15, 2015							
DESIGNATION	FINAL BUDGET	EXPENDITURES				BALANCE	%
		2012	2013	2014	2015		
1) PROJECT COMPONENTS							
Action programmes	200,768	0	0	111,941	77,022	11,804	5.9%
Service contrats	133,528	0	0	92,987	32,303	8,238	6.2%
Consultancies (scream module, protocols, ...)	74,859	0	18,280	19,052	15,638	21,889	29.2%
Workshops	71,220	0	11,624	27,056	14,192	18,448	25.8%
2) PROJECT FUNCTIONING (officials, Missions, Miscellaneous)	354,999	0	22,847	130,185	143,236	58,731	16.5%
GRAND TOTAL	1,000,000	0	71,007	489,500	303,421	136,071	13.6%

123. A simple analysis shows that: **a)** Most of the expenditures occurred in 2014-15 due to delays in project implementation; the year 2013 did not have expense activities, just a bit associated with project team, which started in June and remained almost a year in Abidjan; **b)** despite the delays, the project used 86.4% of its financial resources (90% at the end) which gives a very valid implementation rate. The balance of 13.6% shows that the project could have continued for some time and better completed some of the works in progress, among which, the SOSTECL.
124. The evaluation concluded that the allocated budget has allowed the development of the actions planned for the project to achieve its objectives.

3.4.2 Management of the other resources: deadline, staff, logistics

125. **Time Management:** The project has accumulated various delays in its course, which penalized its development. We saw that:
1. Officially started on 30-10-2012 to end on 28-2-2015, the end was postponed first in August and then in December 2015.
 2. Project team (coordinator and Admin-Fin) began its work in September 2013, 10 months after startup;
 3. Project team established Soubré in June 2014, nine months after the coordinator's taking office.
 4. The delays in donor's funding also delayed the implementation of some activities, including the implementation of the SAP by DRENET in 2015.
 5. The DFCL has also accumulated substantial delays in the implementation of its contract. The contract was for six months as follows: First 2 months for the creation of the

operational units' identification committees, their training and equipment and the launching of data collection. The third and fourth months for the technical support deployment. Thereafter, the DRSFFE instructed by the DFCL, took over the collection for at least 6 months (totalizing the foreseen 9 months period) and fed back the data to the DFCL. At the end of the collection period, the LTCD analyzed the data during the last 2 months and issued a report. However just between the committees' set-up during September-October and the start of the collection on May 2015, 7 months went by.

126. Our reading of these delays is that they are linked to the fact that the DFCL didn't devote the necessary energy, probably frustrated of not obtaining the responsibility for local agencies' actions. A first reading helps conclude that project implementation was far below the planned time and accordingly had a low efficiency. However, when we consider the causes underlining the delays described above, we hardly find irregularities or other deficiencies. Each organization had to face and experience incompressible startup delays or check-ups (case of DFCL). Here, we refer back to what has been said about an unrealistic conception on the required periods at project inception.
127. Furthermore, rapid interventions produce an accumulative deleterious effect on the beneficiaries. For example, after the hopes, the abandonment of the data collection in the SOSTECI brings the risk to make more resistant for the beneficiaries to restart the organizations previously created. The evaluation found the same field observation from individual beneficiaries: "What a pity it suddenly stops while it was starting to bear fruit."
128. Another example of this "limiting" design in the time required to bring the actions to a successful end can be found in the design of actions within IPEC projects with six months contracts with implementing agencies, which are often too short (case of DFCL, but also DRENET or Ivoirian Service).
129. **Staff Management:** Project team was finally composed of three persons: the coordinator, the Admin-Fin manager and the driver. Their recruitment was made following ILO procedures and they joined the project already late (in September 2013 for the coordinator). Thereafter, they functioned effectively to achieve the task planned and could cope with the pressure exercised to carry out actions against the clock. Their work has been crucial to ensure proper implementation of activities by agencies, partners and consultants, and was well appreciated by all.
130. **Payments management:** The administrative-financial procedures, including disbursements, within the ILO are relatively heavy. Obtaining resources for each planned activity required the following approval circuit: ILO Abidjan – ILO Dakar – ILO Addis Ababa – Approval – Disbursement. This long circuit, which is explained by the fact that the project took place during the transition phase of ILO Africa's return in Abidjan has penalized the delays and helped slow down the completion of some actions.
131. Moreover, in this ILO system, the occurrence of unforeseen requesting an action that requires resources is virtually impossible to cope with. Only actions planned long in advance can be developed. This is a real "guaranteed" system, but not adapted to uncertainty, however small, that always arise.

3.4.3 ILO technical support and implementation monitoring

132. Throughout much of the duration of the project, the PPP/Mars team has benefited from the expertise of IPEC technical assistance active in other projects, namely the CCP and PPP/GIG projects. The completion of the latter by end of 2014, left the project team without a close direct technical referent, the remaining referents being settled in ILO Dakar and Geneva. The team openly shared that this laborious vacuum has been challenging when facing technical difficulties.

133. Hence, the technical guidance provided by the relevant ILO units was adequate except in the final year of the project, 2015. Regarding the monitoring of the implementation at the local level, the activities were first planned in detail in a normally quarterly work plan. Attached is an example of the plan covering the period September-December 2015. The plan was subsequently implemented by the project team or the coordinator and the RAF. The extent of the activities was strongly focused in the monitoring of the Community Action Plans implementation and the service contracts of executing agencies. Those activities included field visits to villages in order to support and monitor, amongst others, the implementation of the support comprised in the CAPs.
134. In conclusion, the evaluation estimates a **correct Project Efficiency** because despite the difficulties, it could complete all of its planned activities and a good use of its resources. Given the delays, it needed a little more time to complete its course.

3.5 Sustainability

135. We will discuss sustainability, that is to say, the possibilities to continue project benefits once it is completed, with regard to the following issues: external factors of sustainability, institutional strengthening and ownership, analysis of the sustainability of the results or outputs considering the specific case of SOSTECI and an overall evaluation of project sustainability.

3.5.1 External factors of sustainability

136. Beyond project own direct consequences and achievements, it took place in a social and institutional environment rich in factors that influence child labor and, especially, the progress in the fight against the WFCL. Thus, the project evolved in constant interaction with an environment where things like the following played a role promoting sustainability of FCL:
- Ivorian Government political will for the FCL contained in its NAP and its inter-ministerial system. This slogan became transversal and promotes the involvement of public officials at different levels, central to the departmental (prefectures), sub-prefectures and villages.
 - The Education Act on compulsory schooling up to 16 years and its firm enforcement is also a great transversal factor that mobilizes the population, institutions, and public and private stakeholders. An important aspect of the Act is that it includes coercive provisions for its enforcement.
 - The essential role played by the Police and the court, particularly against the Worst Forms of Child Labor and Child Trafficking (in the past, cases of buses full of children from Burkina arrested in Soubré region were reported), but also in the resolution of cases where abused children were identified through child protection committees.
 - The dynamic launched by the V4C program in 75 cocoa growing communities, with the aim of improving productivity and community development, remains a major factor in perpetuating the value “fight against child labor” in these communities. Indeed, all these villages share information and expertise – such as the CAP – in support of V4C agencies like ANADER. The fact that the V4C will continue after the project until at least 2020 will undoubtedly contribute to the preservation of some project achievements such as those stemming from the activity of the committees, CAP development and School Support, particularly, if an actively monitoring by an agency or competent partners is provided.

3.5.2 Ownership and capacity building

137. **a) Ownership:** The evaluation noticed with its many partners at local and departmental levels, a high level of awareness on child labor issue and commitment of officials, departmental

authorities, communities and other social partners in the objectives of PPP/Mars. These are encouraging signs of ownership. The organizational capacity of departmental and local institutions was significantly improved and a clear progress was achieved in terms of inter-institutional cooperation between the partners and the agencies (DRSFFE, DRENET, Prefecture, NGOs and associations) to solve children case identified. *This cooperation should be strengthened taking advantage of the new interventions because these achievements need continuity so that they can eventually permeate the daily life of institutions.*

138. The project participated, at the national level, in the adherence to actions on FCL. Its contribution to SOSTECI has led to make a progress in its implementation and will improve future prospects (see sections below).
139. No doubt, the country's commitment in the fight for the elimination of child labor will continue and a strong political will is made in this direction. However, in many cases, this commitment depends on the necessary human and financial resources for the implementation of actions for the eradication of child labor. Given the current circumstances, this support will continue in the future to sustainably achieve results through efforts in PPP/March and those preceding it.
140. **b) Institutional capacities.** The project made significant contributions for the strengthening of institutional capacity, through agencies like ANADER, the DRSFFE and the DFCL to combat and monitor child labor. Institutional capacities have been increased by a great range of training and better information; the activities have been successful in expanding child labor issues in institutions and decentralized administrations.
141. However, given the magnitude of CL phenomenon within the population, *institutional and human capacities remain limited* (departmental and local; support to farmers with extension services, etc.). *Moreover, capacity building through training and technical and financial assistance will still be required* to ensure that the institutional capacities are effectively deployed.

3.5.3 The sustainability of project results and outputs

142. If we consider sustainability in relation to project outputs and results:
1. IO1/Component 1: Child monitoring system (CMS).
 - Concerning SOSTECI see below the entire chapter we dedicated to it;
 - Protocols, guidelines, manuals, sustainable outputs are acquired, and will serve as a compass for future actions related to FCL.
 - Concerning the achievements related to AP with DRSFFE: i) Improvements in infrastructure, that is to say, the rehabilitation of the Center for the Protection Early Childhood in Soubré (SBP) and the construction of the Social Centre in Okrouyo are by definition sustainable, provided they are subject to a minimum of maintenance. ii) The document “Mapping of basic social services in the departments of Soubré and Méagui” remains a sustainable tool available for stakeholders on the spot. iii) The equipment of DRSFFE centers in furniture too.
 2. IO2/Component 2. Community Action Plans (CAP) to monitor and prevent child labor
 - The Community Action Plans should, in principle, be a relatively sustainable asset because they were developed with the participation of communities, mainly as a planning tool for the future. Especially as committees have begun to use their CAP to reach other donors (municipalities, agencies, Conseil café-cacao, etc.). But it also seems obvious, given the fragility of these recent processes as technical support and monitoring remain necessary. ANADER has a great role to play in this regard with the support of V4C. We have the example of ANASSOU and the classroom funded by the Conseil Café-Cacao.

3. IO3/Component 3: Social Mobilization
 - Social mobilization capacity and awareness through SCREAM modules will remain a viable time because the whole team of schools and teachers has acquired the know-how and they can continue to use these modules and tools in schools and communities for the promotion of children's rights and against CL.
 - The new agricultural SCREAM module is a sustainable output and a valuable contribution to PPP/Mars for all the global stakeholders in the fight against child labor.

3.5.4 The case of SOSTECI

143. The implementation of the SOSTECI at Community level involves the development of two successive structures: committees for the fight against CL and the collection system of data on child labor. PPP/ Mars, like those preceding it, showed that the SOSTECI could be established and operate in the rural community, here the villages related to cocoa farming.
144. The dynamics to make it operational under PPP/Mars showed the factors likely to act on its maintenance and sustainability capacity.

3.5.4.1 *The sustainability of FCL committees system*

145. The sustainability of FCL committees system is an achievement that harmoniously integrates into the existing working groups of Community Development Committees. Its members are valued by the community and in coordination with the school teachers' union. They can continue to invigorate the fight against CL in the community through Action Plans.
146. Concerning the permanence of the committees, the evaluation found a good implementation and the involvement of the officials. These committees can continue alone with the community's approval, provided they receive some support and advice from higher levels by the sub prefectures and departmental teams (DRSFFE, Labour Inspection, DRENET, etc.).
147. The real question for their future development lies in the ability to recover or accommodate identified child victims. In this regard, there are no formal accommodation facilities and, to date, cases have been resolved through the assistance provided in the communities (collaboration of leaders and head of villages). These Community mechanisms, so important in Africa, will face also have their own limitations.
148. So the question of the recovery and care of child victims remains a challenge for the future. The other element – common to all sectors and thematic – to take into account to ensure the permanence and sustainability of new concepts and systems is to take into account the inevitable changes and (unfortunately) people already trained. This is an abiding feature of institutions, organizations and communities. This requires **periodic refresher classes** for community committees – which are the basis of the process – as well as other key partners (labor inspectors, agricultural extension workers, farmers and their associations, and agricultural workers' unions).

3.5.4.2 *The sustainability of the information collection system*

149. We have seen how the appropriate circulation of information could, if well processed, allow providing useful graphics and figures for decision making, monitoring of the evolution of CL, measurement of the effects of different initiatives, search for funding, etc. Even though, its usefulness is clear, its practice in PPP/Mars allows some observations to improve the collection system in the future.

- a. The period for the implementing of the system is very long. The SOSTECI responsible officers must learn from the fact that it could fully operate only over a very short period (four months in total) out of an expected life of 11 months. This was the case with PPC and PPP/GIG where due to various factors, it operated only 3 months. There surely are elements in the implementation process of the system in a given area that take too much time and probably can be shortened.
- b. SOSTECI's data collection and circulation is closely linked to the payment of monthly bonuses to stakeholders at all levels of the pyramid. The structure of the bonuses is as follows:
 - o Village Level: 3 members (1 collector + 2 chiefs) or 50,000 CFA/month (2 x 20,000 + 15,000);
 - o Level of the sub-prefecture: Same (2 collectors + 1 supervisor), 50,000 CFA/month.
 - o At the level of the department, here, the team in DRSFFE, 3 persons: departmental coordinator (45,000) + database manager (30,000) + dep. keyboard operator (25,000) or 100,000 CFA/month.

All this represents the sum of (x 15 vllg x 50,000 + 4 sp x 50,000 + 1 dp x 100,000 =) **1,050,000 CFA per month for bonuses**, only for the 15 project villages. To this, we must add the monthly cost of the central team.

150. However, the evaluation of the pilot phase proposed to extend the monitoring system to the whole country and all sectors.
151. Now, if one indulges in a simple projection taking into account the NAWA region with its 4 departments, of these four, let us consider just the department of Méagui, which includes on its own not less than 1,500 village communities. If SOSTECI just had to completely cover the villages of this small department, we would reach an amount of about **100 million CFA (\$ 180,000) per month for bonuses and 1.2 billion CFA annually**, excluding the strengthening that the levels where encoding tasks, that is to say the sub-prefectures, the department and the central level should have; this just for one of the four departments of one region, the NAWA, among the 30 regions that encompasses Cote d'Ivoire.
152. We quickly see that as soon as we pretend to cover all the territories, the amounts quickly become exponential. From then on, what was all significant as part of a very geographically circumscribed pilot experiment and likely to build a new organization in the field, therefore, to ensure that the adherence of new tasks for new members through payment of bonuses, quickly shows its limits in terms of financial viability, as soon as one makes projections on a larger scale.
153. The evaluation considers "monetization" through the bonuses of SOSTECI collection system is a major obstacle to its future viability. This does not question the need to continue to develop the system, which remains indispensable in all national actions against child labor.
154. From then on, the bonus system must be the subject of discussion on the part of SOSTECI officials (DFCL, departments, agencies), especially, as the history of CL monitoring system (CLMS) in the country has shown it since its inception in 2001, its dependence on external donors (USDOL, PPP, etc.). We will come back to it in the recommendations.

3.5.5 Overall assessment of project sustainability

155. Taking into account the above analysis, the evaluation drew conclusions on the sustainability of PPP/Mars:

- a. Project basic strategy, related to V4C program to focus on local institutional stakeholders and implementing agencies present in the field, was a positive factor of sustainability for project actions and implementation.
 - b. The most lasting effect, for all stakeholders and beneficiaries, is the consequences of mobilization and awareness, bringing about a new awareness in children, parents and affected population. This should bring about a change of behavior that, over time, should be generalized so that the principles of the respect of children's rights are borne by the population and the organized communities to become part of the "culture" of the society. An indirect measure of the effect of awareness was reported to us by different stakeholders when two international consultants who came to develop the new SCREAM module voiced out their surprise about the level of knowledge on children's rights and CL they found in the village communities visited.
156. Many factors that we have reviewed will help preserve project achievements, fundamentally linked to this awareness already irreversible in affected communities and institutional leaders on CL issue and how to contribute to it.
157. However, in this shift, it is essential that the achievements and progresses are no longer viewed as dependent only on a "project" that always stops too early, with an external donor, but whose ownership by national resources occurs. Undeniably, the evaluation found that the various public institutions and social partners in the departments of Soubré and Méagui are already well advanced in the social "culture" of child protection and the fight against child labor. It remains necessary that a minimum of resources to be allocated to prevent these achievements fall. Donors such as government, those of GIG as Mars, and others, should take into account this in their plans for CLE in the country.

3.6 Specific aspects

3.6.1 Project coordination with ICRAF

158. The collaboration with ICRAF was a determining factor in project success, on the basis of:
- a. Common integration into the V4C: That is to say, the actions of PPP/Mars and those of ICRAF converged on the same vision of V4C program. ICRAF was in charge of developing aspects of i) productivity, mainly by introducing grafting techniques on older cocoa trees, which allows to increase up to three times their production after one year; and ii) community development through the functionality of Development Committees and Development Plans. These lead to actions and initiatives in areas such as social, economic, environmental, etc. These actions take the form of V4C funded micro projects. As described in the previous chapters, the fight against child labor easily entered in this already advanced framework (role of ANADER).
 - b. Support and Logistics Collaboration: This support spanned two periods: i) before the arrival of project team in Soubré (June 2014): This period was extended by the difficulty for PPP/Mars team to find its place in the ICRAF mechanism according to what was planned in the draft document. This was achieved through the theoretical availability of a facility of ICRAF's building in Soubré. ICRAF presented difficulties for that, to the extent that ILO started looking for a local project elsewhere. Finally, after the amplification of the building, the project could occupy an office in ICRAF facilities. Another difficult issue was the so-called sharing of a vehicle with ICRAF, which soon proved impossible. The acquisition of their own project vehicle also addressed this issue. ii) After June 2014: thereafter, project team had good cooperation with ICRAF to develop its actions within the V4C. In this sense, ANADER's building is very close to that of ICRAF, which also facilitated coordination with the project.

159. Finally, collaboration with ICRAF allowed the project to efficiently deploy in a short time, in the 15 target communities and rely on material and logistical conditions, which allowed an autonomous and efficient development in the implementation of project actions.

3.6.2 Links with PCC and PPP/GIG projects

160. PPP/Mars was designed basing on the strategies implemented by CCP and PPP/GIG projects, which also took place in the village communities linked to cocoa in the Nawa (Soubré). All project planned components come from PPP and CCP/IGG, that is to say, the implementation of SOSTECI, action programs and community action plans, social mobilization components and SCREAM. These components are part of the integrated approach developed by IPEC in its programs in West Africa.

161. In its implementation, we have seen that the project has received strong technical support from the technical assistants of CCP and PPP/Mars. Similarly, most of the tools and ‘know-how’ used by PPP/Mars comes from other IPEC projects.

162. Conversely, one can see the differentiators as lessons learned from these sister projects implemented in PPP/Mars which are also the expression of choices made by the donor, Mars Inc.

- Emphasis is laid on the local and the community, with regard to the central level. CCP and PPP/GIG included a strong central support component, including the DFCL. This weight significantly decreased in the project, with some reluctance at the national level, too.
- PPP/Mars was fortunate to benefit from such an environment than that offered by the V4C, which was not the case of CAP and PPP/GIG.
- The installation of project management in Soubré, close to the actions and facilitating monitoring, is different from the CCP and PPP/Mars, in which managements were in the capital cities, Abidjan or Accra (Ghana). Missions were to be organized for visits in the field. This did not favor a monitoring as closer as the one used in PPP/Mars.

163. We could summarize saying that the small (in financial size compared to the other two) PPP/Mars will have benefited from the best of both worlds: the know-how provided by IPEC/ILO in FCL in the coca sector and turned into reality in supports from CAP and PPP/GIG, and V4C environment ICRAF/Mars which allowed the project to be very quickly operational in terms of community and social development of target villages.

3.6.3 Gender issues

164. The evaluation found that project document does not explicitly include any “gender strategy.” However, this question is implicitly taken into account in the implementation and we think that PPP/Mars has appropriately integrated gender issue.

165. The baseline study conducted during the project provided useful data and information about family formation and the organization of communities in cocoa growing areas as well as economic and social factors that lead to differentiated roles and interests between men and women in matters of child labor. This set of data has been taken into account to assess how project activities could affect and benefit women and promote their empowerment.

166. The SOSTECI is built; it collects information and produces results and analyses by integrating a gender perspective. From the start, data are disaggregated according the sex, whether of employers, identified children of others. We can see this in the graphics shown in Chapter 3.3.2 on SOSTECI where we find several graphics separating processed variables by sex (Tab. 6

Distribution of child laborers, Tab. 16 distribution of children's work time ... and the graphic illustrating it).

167. In addition, women were actively involved in the design of CAP participatory through approaches to ensure that their needs and constraints are taken into account. A tangible result of this involvement is the Income-Generating Activities (IGA) from the CAP that always involves women's groups in the villages. During the evaluation, as active members of their community, they clearly showed their being empowered by project approach as it increased their representation in the bodies (committees) and the decision making process.

3.7 Potential impact

168. The impact refers to the effects observed sometime after the end of a project in a non-immediate perspective and goal-oriented medium and long term development. The addition of the word "potential" would be likely to already make projections based on close observations by the final evaluation, while the project still draws towards its end, which brings together these possible considerations of the limitations of the analysis on sustainability and lessons learned.
169. From this point of view, and assuming this conceptual risk of return to the same ideas, the evaluation considers that some observed effects of the project have a good potential to have broader impacts (or unexpected) than those established in the scope defined by the project. These are:
- a. The lessons learned from the implementation of SOSTECI under 15 V4C communities, 4 sub-prefectures and 2 departments, with DRSFFE in departmental coordination ... should have an impact on the future national SOSTECI strategy. We detailed earlier that strong implications for its sustainability should be taken into account.
 - b. At the departmental and local levels, institution strengthening – project first objective – which was broadly developed (prefectures, sub-prefectures, decentralized departments, community committees, NGOs and local associations, etc.) be help build a true "know-how," particularly, on the communication on CL, identification and support (community) of child victims, enforcement of current legislation (guidelines, protocols, etc.), the role of school, its teachers and SOSTECI ... which potentially will have a future impact in consideration of the situation of vulnerable children among all these leaders, managers, policy makers and their "area" of influence.
 - c. This has already been referred, but the effects of the implementation of the CAP, like IGAs of school canteens and others, meant major changes in terms of development at local and community level. All agreed that they will have potential expansion impact on other non-project-affected communities.
170. Given project potential positive impacts, it is important to project the vast needs relatively to villages and population that have not yet been affected, in the two departments, in the area of Nawa in cocoa growing areas and the country as a whole and that still do not know why taking children to work is something which, under some circumstances, is against their fundamental rights and a social underdevelopment factor.

4. Conclusions

171. This chapter summarizes the main “findings” based on the evaluation criteria used in the report: project design, relevance, efficiency, effectiveness, potential impact and sustainability.

4.1 Project design

172. PPP/Mars is the result of a merger between a well established IPEC strategy against child labor, taking into account previous experiences of projects in Ivory Coast (CCP, PPP/GIG, etc.) and the Vision for Change (V4C) Programme of its partner Mars Inc. located in 75 communities of Soubré region, the most cocoa productive region in the country.
173. The project was designed combining an IPEC integrated approach with a focus on the 15 V4C village communities for the elimination of child labor in cocoa growing communities. Imposed budget limits determined that the project is too short for its ambitions and difficult choices such as giving up direct action programs intended for child victims. The project focused on the “broad institutional strengthening” towards decentralized government departments, including Education and schools and, especially, village community structures.
174. In light of the results achieved, the design has proven effective in serving as a guide and framework for the successful implementation of the project. The evaluator found existing consensus on the validity of project design that addressed the main factors of child labor in the cocoa sector.

4.2 Relevance

175. This PPP project is designed consistent to the 2010 Action Framework of the GIG chocolate companies to implement the Harkin-Engel Protocol to reduce child labor in cocoa farming, and also with Mars Inc. and its Rural Development V4C program in 75 village communities in Soubré. In addition, PPP/Mars follows up on CAP and PPP/GIG, in full consonance with IPEC’s main strategies in Africa, the ECOWAS region.
176. Apart from child laborers, the project is relevant to the population of affected village communities, who, through it, will understand the basic concepts of child labor and hazardous work to avoid. Community representatives interviewed by the evaluator showed their satisfaction with project benefits.
177. The evaluation considers project approach very relevant with a device ensuring close monitoring actions, reproducible in any other project designed at the peripheral level. Thus, ILO/IPEC strategy and Mars/V4C, through the project, proved to be relevant and effective, with a strong potential to be expanded and replicated.

4.3 Effectiveness

178. The Evaluation is a global assessment, taking into account the overall achievement of the three immediate objectives and a high efficiency of PPP/Mars given the reduced time of implementation. The evaluation found, basing on quantitative evidences and qualitative information collected, that PPP/Mars has delivered most of the expected results, which helped achieve project immediate objectives.
179. The multiplier effect produced by the synergistic work of three project components on the same territory, the departments of Soubré and Méagui, needs to be emphasized.
180. The important elements to consider in project efficiency are:

1. Implementation of activities: Although very late compared to project schedule, all planned activities have been implemented by project team and partners and implementing agencies with a good level of efficiency.
 2. The three project components were implemented:
 - a. SOSTECI is operational in 15 communities and began making very encouraging results. Its implementation has accrued delays so that it only worked four months. After the review of its pilot phase and the corrections made, it remains a developing system that needs to continuous support.
 - b. The Community Action Plans are at work which posits FCL as a real factor of community development.
 - c. Effective awareness was conducted at all levels through various communication channels. The conducted awareness is perceived as a change of behavior on child labor, already noticeable in the population.
 3. The value of all project indicators clearly improved. The majority are IOV process with a single impact linked to SOSTECI: to the number of children at risk or removed identified through SOSTECI is **1,559 identified child laborers** (578 girls and 981 boys) in 09/2015 and after only 4 months of operation of the data collection.
181. These sole figures are the expression of project little capacity to go beyond the performance of the outputs included in its work plan. PPP/Mars could show its ambition to better support (and document) cases of child victims identified under the project and identify output indicators and more ambitious impact. Project excessive dependency on SOSTECI outputs in terms of figures remains a weakness.

4.4 Efficiency

182. The evaluation concluded a correct efficiency of the project, because despite the difficulties, it was able to complete all of its planned activities and a good use of its resources. Given the backlog, it will have missed a little more time to complete its course.
183. Compared to the use of resources, the following must be emphasized:
1. Very substantial delays have been made along the project with regard to the initial schedule. Thus, planned to finish on 28-2-2015, it was postponed until December 2, 2015. Once project team began its work in September 2013 (10 months after the start) and moved to Soubré only in June 2014, nine months later.
 2. The evaluation concluded that the allocated budget has allowed the development of the actions planned for the project to achieve its objectives. So:
 - a. Despite the delays we see that the project used 86.4% of its financial resources (90% at the end) which is a very correct implementation rate.
 - b. The balance of 13.6% shows that the project could have continued for some time to extend the work in progress that did not have a course as planned by SOSTECI.

4.5 Sustainability

184. On the whole, the project laid the foundation for a future sustainability, strengthening the technical capacity of key stakeholders; developing the CAP and educating children, families, the community and authorities about the negative consequences of child labor; mobilizing the support of all stakeholders, and strengthening the “community of child labor” in the two departments, Soubré and Méagui.

185. Knowing the extent to which the continuity of the outputs achieved by PPP/Mars will be in a long run, will depend mainly on the departmental and local level of ownership and resource allocation (financial, human and technical).
186. For the evaluation, the key elements of the achievement of project sustainability are:
- a. Project basic strategy, related to V4C program to focus on local institutional stakeholders and implementing agencies present in the field, was a positive factor of sustainability of project actions and implementation.
 - b. The most lasting effect, according to all stakeholders and beneficiaries, remain the consequences of mobilization and awareness, bringing about a new awareness in children, parents and affected population. The evaluation found that the various public institutions and social partners of the departments of Soubré and Méagui are already well informed about the social “culture” of child protection and the fight against child labor.
 - c. Concerning the sustainability of SOSTECI:
 1. On the permanence of the committee system: the evaluation found its good implementation and the involvement of various officials at different levels. These committees can continue only with the life of the community, if they receive a minimum of support and advice from higher levels (prefecture, county, ANADER, NGOs).
 2. On the permanence of the collection system: the evaluation showed that “monetization” via bonuses is a major hindrance to its future viability. From then on, it must be subject to discussion from SOSTECI officials to overcome this difficulty.
187. For SOSTECI as a whole, the evaluation recommends the need to continue to develop because it is essential for all national efforts in the fight against child labor.

4.6 The potential impact

188. The evaluation considers that some observed effects of the project have a better potential for broader (or unexpected) impacts than those established within the scope defined by the project. These are:
- a. The lessons learned from the implementation of SOSTECI in the 15 V4C communities, 4 sub-prefectures and two departments, with DRSFFE in departmental coordination ... should have an impact on the future strategy of the national SOSTECI.
 - b. At the departmental and local levels, institutional strengthening – project first objective – which was largely carried out has allowed to build a real “know-how,” particularly, in terms of communication on CL, identification and support (community) to child victims, enforcement of current legislation (guidelines, protocols, etc.), the role of school and its teachers, and SOSTECI, which potentially will have a future impact as for vulnerable children’s situation among all these leaders, managers, policy makers and their “area” of influence.
 - c. The effects of the implementation of the CAP, like the IGA by women’s groups and for school canteens and others, meant major changes in terms of development at local and community level. All agree that they will have a potential expansion impact on other non-project-affected communities.

5. Lessons learned and potential good practices

5.1 Lessons learned

189. In order to promote organizational learning, the evaluation considered the lessons that can be applied elsewhere to improve project implementation, results and impact. Interviews with project staff, ILO/IPEC and other key stakeholders enabled the evaluator to grasp this question for PPP/Mars. The following lessons learned are considered as the most significant ones.

1. **The project(s) is designed for a period that is too short for its implementation and the achievement of its objectives:** This observation is clear in PPP/Mars and also in CAP and PPP/GIG. All the projects have startup periods, even before starting their activities, to recruit staff, purchase vehicles, ensure material conditions of operation and create the necessary institutional contacts with the authorities, which often involves periods of 6 months to 1 year. We cannot simply ignore these durations required for the planned actions to start. But these times are never far estimated in project documents.

In the framework of PPP/Mars we finally discovered that project team could work in the field until June 2014, that is to say, nine months before project scheduled end (02/28/15). Actually, there have been extensions until December 2015, but this issue of short time put a lot of pressure on project staff and Implementing Agencies (IA). Key processes such as capacity building, awareness, CAP implementation, etc., require an extension of time to be developed and consolidated.

Another deleterious effect is that the mobilization of local actors, communities, the enthusiasm generated by the project was abruptly stopped by what is seen by beneficiaries as “their peak period of influence.” The evaluation collected testimonies about the frustration of the ones and the others by this stop while it starts to become “interesting.” We assume that this has a negative effect making these same stakeholders “refractory or less sensitive” to restart via another project that will “mobilize” on the same theme.

This lesson is therefore intended for IPEC and then for Mars’s donors. Even if donors request it, ILO should show the lessons from the experience of projects like this one to firmly negotiate that a project with a duration as short as 28 months will be inefficient and will inevitably lead to extensions renegotiations, budget adjustments, which will produce negative effects on performance and could be prevented from the start. Three years seem a minimum to cushion and justify the financial and human investment that the project will mobilize.

As shown by Mars, if donors really pretend to ensure a development vision of the communities for a long run, with regard to the FCL, they must assume that it is necessary to finance actions also with a medium scale vision.

2. For example, the activities of PPP-MARS confirm that the PACs are essential for an effective and sustainable response against child labor in rural communities. However, this efficiency must be linked to time since the CAPs contain short, medium and long term actions. The duration of PPP-MARS does not give any objective appreciation of the level of success (achievement) of CAPs since the project ends without having time to objectively evaluate most of the actions that were initiated. Such a project needs to be carried out over approximately 5 years to enable beneficiary communities to integrate and gradually apply the good practices under the watchful eye of implementing agencies.
3. **The baseline study is an important tool** to get reliable and timely information on communities, households, families and children (subjects of action programmes), and to develop strategies to fight against child labor. Nevertheless, in a short project as

circumscribed (15 V4C communities already defined) as PPP/Mars, we do not see the added value of the baseline study, especially, since it took a lot of time and was defined as a baseline for another study by the end of the project to compare the results.

Experience has shown that this was a false good idea. The study was conducted later (April 2014) and the second study was neither planned nor budgeted. So this is another lesson for IPEC: conducting studies should be maturely conceptualized and should be amply justified by its practical utility. Referring to PPP/Mars, the baseline study did not much serve project team to carry out its actions. It remained a good document that describes the context.

4. **Lack of coordination is unacceptable in an IPEC project**, particularly in terms of its design and the PRODOC, as it was the case with PPP/Mars. Child labor is a complex problem generated by multiple causes (poverty, limited access to school, traditional production patterns, etc.) that involve many stakeholders (children, parents, teachers, political authorities, industry, etc.). Increased awareness on the negative effects of child labor at the local level must be accompanied by a sustained effort to establish coordination and sharing of experiences among the many agents who conduct initiatives. Generally, this is done without coordination or cooperation between these agents to support their mutual actions and produce joint efforts.
5. **The collection of SOSTECI's data requires for the teams a preparation period of about two months**; if we must add to this a minimum of six months to provide a comprehensive collection of information, and then a time at the central level to systematize and produce graphics and analyses to make the data useful. Such an operation cannot be carried out as a service contract in six months, as it is done in PPP/Mars and would deserve to be an Action Programme for a period of at least one year. This would allow processing, clearance (2 months) and correct analysis of data.
6. **The fight against child labor requires an integrated approach calling for a know-how that cannot be improvised.** This lesson is particularly addressed as a postulate of cocoa industry donors. To improve cocoa farmers' living conditions to ensure their stability and commitment to cocoa farming (objectives of chocolate companies like Mars), it is necessary to combine productivity with community development. But an essential part of the latter is the fight against child labor. The best way to address this phenomenon is an integrated approach based on experiences as applied by ILO-IPEC. In this sense, IPEC is probably well indicated to be a key partner in cocoa industry since it is uniquely qualified and experienced in the field of child labor, has extensive knowledge of the needs and support to countries, and has excellent relations with ILO constituents (eg. government, unions, employers' organizations and civil society organizations).

5.2 Potential good practices

190. ILO/IPEC defines good practice as “any experience that contributes in any way whatsoever, to the fight against child labor, and which may have implications in practice, whatever the level of application or location.” The evaluation used, in the analysis of the best practices, the consultancy output intended for it. The good practices that we consider as highly important to be taken into account are:
191. **PGP1: PPP/Mars succeeded in confronting the lack of project resources and facilities for children.** In practice, it is the union of different actions and good communication between stakeholders to solve practical cases of children which helped fill this gap. No social service provider, whether in the public sector (schools, clinics, recreation centers, legal organizations, etc.) or in a civil society program is able to provide comprehensive services to meet all of the children's needs; these providers must be complementary. The project has developed practical tools for people who perform a basic work at local level and face the challenge helping children to get access to social services. These include:

- Capacity building to facilitate referral of children at risk or in work situations was developed.
 - Protocols and guidelines, with clear indications: Who should do what, where, when and with whom? They indicate how stakeholders must work together and which of the stakeholders has the primary mandate for each action: 1. facilitating birth registration; 2. stages of schooling for non-schooled or early dropout child victims of WFCL; 3. measures for the identification and reintegration of child victims; and 4. Protection measures for alleged victims of child trafficking.
 - Mapping of social actors of the department of Soubré. This mapping is a valuable tool which facilitates the referencing of detected cases. It was developed after a survey of support structures and thus completes the drafting of protocols and guidelines.
192. The protocols and the various workshops have reminded the different stakeholders that none of them can effectively support alone a child victim of abuse. He must necessarily resort to other stakeholders so that support is effective and complete. The involvement of prefectural authorities and other stakeholders in protection activities through a collaboration platform developed via DRSFFE must establish these achievements.
193. **BPP 2:** The implementation methodology of SOSTECI contains effective and reproducible achievements:
- SOSTEC in series: The capacity for the DRSFFE to train other stakeholders on SOSTECI demonstrated the effectiveness of a training system in series. Indeed, DFCL did not need to move from Abidjan to train local stakeholders on the issue. The training has allowed stakeholders to have a good understanding of the problem and detect cases of child abuse.
 - The recruitment of people from the community to be information collectors for SOSTECI helped overcome the reluctance of people and maintain the flow of collection. The development of operating units (OU), their equipment and their training/retraining on SOSTECI allowed to collect information on the situation of child laborers and at-risk in 15 communities, therefore, to have to date a database on the situation of child labor in the area with accurate information.
194. **BPP 3: Using CAPs' approach** in the fight against child labor by PPP-MARS helped carry out actions that have produced tangible results in a short time. All project partners recognize that this is a good practice. The first results achieved from the use of this approach must not lead to forget that it is a plan over 3 or 5 years and that efforts must be pursued by various stakeholders, mainly, the committees. Communities that are well known to drive their CAPs must be sufficiently equipped as a result of the project, that is to say, the agencies like ANADER under V4C that can develop mechanisms to ensure the sustainability of actions of struggle. The very existence of CAPs and capabilities acquired by committees under PPP-MARS remain important aspects of sustainability and are expected to maintain the mobilization of communities against child labor even after project closure.
195. **BPP 4: Support of women's groups to school canteens to assist parents to keep children in school.** This support consisted of seed, fertilizers, farm equipment and technical support. 5 groups, and supported by project within CAPs have committed to deliver 1/3 of their production to the school canteen of their village. This support helps canteens to operate throughout the whole year and to offer a greater number of meals to students. The proper functioning of canteens encourages parents to send their children to school and keep them there.
196. A collateral effect of the support of women's groups is the **contribution to their empowerment**. Indeed, support has enabled women not to wait support from their husbands and visiting benefactors. They now initiate activities that generate resources they use to make

loans to each other and to participate in tontines (form of savings). They are thus able to make a significant contribution in financial resources to the life of the household and this greatly improves the situation of children. This is the case of KRAGUI where women's group has more than 120 women divided into subgroups, each with its collective plot.

197. **BPP 5: Synergy between social mobilization activities through mass sensitization and community awareness and use of SCREAM methods** in schools had a multiplier effect on population's awareness about the consequences and hazards of child labor. It is essential for a change of behavior.
198. The use of community awareness, mass sensitization, training workshops, the systematic use of local radio stations to broadcast messages and produce programmes on the issue, development and distribution flyers, helped reach and inform a wider audience. In parallel, the SCREAM process allowed the effective participation of children and pupils in their own protection using art, poetry, drawing to disparage child labor. This created excitement throughout the NAWA region that, according to the stakeholders, is engraved on the memories. The use of SCREAM on such a scale is a first in Ivory Coast in terms of awareness raising.

6. Recommendations

199. The following recommendations are based on the findings and build on lessons learned and conclusions drawn from the evaluation. They are addressed to project key stakeholders, the donor Mars, ILO/IPEC program, Ivorian government and concretely, its Ministry addressing FCL, and project team.

6.1 MARS Incorporated, project donor

- a. Funding a new review study in 15 target communities and comparing the results with the baseline study. Fund now through ANADER and ILO methodological support (CLEAR?) Abidjan and DFCL.
 - b. Continue and increase support via ANADER, to the Village Development Committees and, in particular, to the Child Protection Committee, to develop and implement the CAPs directed to the fight against child labor.
 - c. The project opened a dynamic that drives the fight against CL in the 15 affected communities. FCL is inseparable from community development, one of the V4C pillars. This program should continue this work in the 60 other V4C communities. For this, it should combine:
 - Partners like IPEC/ILO, which bring expertise, methodological rigor and technical expertise.
 - With well-established partners in the field like ANADER and institutions and local authorities.
 - Funding of village CAPs (needs of schools, canteens, IGA, etc.) and provide support for the reinsertion of children.
200. For these reasons and to sustain the achievements of the project that is closing, **we recommend** that a second phase of a 3 year FCL project be considered with IPEC as its driver.

6.2 To the Government (Labour Ministry-DLTE)

- a. The political will to appropriate the FCL is becoming important in Ivorian society. We must continue, especially to support the development and scale up the SOSTECL.
- b. Considering the viability of SOSTECL, we recommend the analysis of the possibility to “demonetize” the information feedback and replace the system of monthly premiums by other measures, such as:
 - The IGA for data collectors at Community level to promote compensation measures proposed by their own development committees, leaving the responsibility for it to themselves.
 - At sub-prefectural and departmental level (Min. of Labor, Min. SFFE, Min. Education, etc.) to invest in setting-up in good equipment the officials (transport, logistics, furniture, office, communications, etc.)
- c. At the levels of departments, decentralized prefectural and ministerial authorities, continue to make FCL a transversal element affecting all sectors and their various institutions (ministries, local authorities, organizations, companies, etc.).
- d. Covering rural community schools remains a critical need that requires a steady state effort to be increased.

- e. The role of police and the courts to enforce the law in the fight against the worst forms of child labor remains essential. It is important to support them in this task including through involved partners and donors.

6.3 To ILO/IPEC

- a. Make sure to include in the design of future projects, a component related to the coordination, planning actions promoting sharing and reflection of stakeholders and partners in the FCL.
- b. “Double anchor” interventions combining the central level and field interventions to test and find good practices are the most relevant. The project showed that basing the team in the field is the best option for a good implementation and to assure better monitoring of the project outcomes.
- c. Heaviness in administrative procedures for disbursements hinders the development of small-scale actions or unplanned contingencies. We recommend that ILO investigates possible improvements to make project disbursement procedures easier.

6.4 The project team

- a. Before project end and to develop the final report, try to include data on the schooling of children of schools supported by the DRENET. In terms of schooling rates at project start and end, and evolution of dropout rates in some significant schools, also include data on children who have actually been identified and supported (SAP, victims of violence, etc.).

Annexes

1. Terms of Reference of the final evaluation
2. *Rapport Initial de l'évaluation* (Initial Evaluation Report – Kindly note that annexes are only available in French which is the master language of the report)
3. *Agenda globale de l'évaluation* (Global Agenda evaluation - Kindly note that annexes are only available in French which is the master language of the report)
4. Tableau Actions ANADER avec contenu des PAC
5. Tableau ANADER avec le contenu des PAC

MARIA: PLEASE INCLUDE HERE THE ANNEXES FROM THE FRENCH REPORT (WITH THE EXCEPTION OF THE TORS: TITLES IN ENGLISH AND A NOTE INDICATING THAT ANNEX ARE ONLY AVAILABLE IN FRENCH –MASTER LANGUAGE OF THE REPORT.

FOR THE TORS I AM ATTACHING THE ENGLISH VERSION

Annex 1. Terms of Reference of the final evaluation



**International Labour Organization
Fundamental Principles and Rights for Work
International Programme on the Elimination of Child Labour IPEC**

Terms of Reference for Independent Final Evaluation

**Creating a Protective Environment for Children in Cocoa
Growing Communities in Soubré, Côte d'Ivoire through CLMS
and Advocacy Interventions in Soubré, Côte d'Ivoire
- A Public-Private Partnership-**

Project	Creating a Protective Environment for Children in Cocoa Growing Communities in Soubré, Côte d'Ivoire through CLMS and Advocacy Interventions in Soubré, Côte d'Ivoire IVC/12/01/MAS
Country	Côte d'Ivoire
Duration	30 months
Starting Date	August 2013
Ending Date	December 2015
Project Locations	District of Soubré
Project Language	French
Executing Agency	ILO
Financing Agency	MARS incorporated
Donor contribution	USD 1,000,000
Dates of Evaluation	November 2015

List of Abbreviations

AP	Action Programme
CCP	Cocoa Communities Project
CDC	Cocoa Development Centres
CL	Child Labour
CLMS	Child Labour Monitoring System
CVC	Cocoa Villages Centres
DWCP	Decent Work Country Programme
EIA	Evaluation and Impact Assessment unit of FPRW/IPEC
FPRW	Fundamental Principles and Rights at Work branch (at ILO)
GIG	Global Issues Group
HQ	Headquarters
ICRAF	International Centre for Agroforestry
ILO	International Labour Organization
IPEC	International Programme on the Elimination of Child Labour
NAP	National Action Plan
PPP	Public Private Partnership
SCREAM	Supporting Children's Rights through Education, the Arts and the Media
SOSTECI	Système d'Observation du Travail des Enfants en Côte d'Ivoire
TBP	Time-bound Programme
UN	United Nations
UNEG	United Nations Evaluation Group
V4C	Vision for change
WFCL	Worst Form of Child Labour

I. Background and Justification

The International Programme on the Elimination of Child labour

1. The aim of the International Labour Organization International Programme on the Elimination of Child labour (thereafter IPEC)¹² is the progressive elimination of child labour, especially its worst forms. IPEC is programme implemented by within the Fundamental Principles and Rights at Work branch with the Governance and Tripartism department. The political will and commitment of individual governments to address child labour - in cooperation with employers' and workers' organizations, non-governmental organizations and other relevant parties in society- is the basis for IPEC action. IPEC support at the country level is based on a phased, multi-sector strategy. This strategy includes strengthening national capacities to deal with this issue, legislation harmonization, improvement of the knowledge base, raising awareness on the negative consequences of child labour, promoting social mobilization against it, and implementing demonstrative direct action programmes (AP) to prevent children from child labour and remove child workers from hazardous work and provide them and their families with appropriate alternatives.
2. The operational strategy of IPEC has over the years focus on providing support to national and local constituents and partners through their project and activities. Such support has to the extent possible been provided in context of national frameworks, institutions and process that have facilitated the building of capacities and mobilisation for further action. It has emphasized various degrees of a comprehensive approach, providing linkages between action and partners in sectors and areas of work relevant for child labour. Whenever possible, specific national framework or programmes, such as National Action Plans, Strategic frameworks, have provided such focus.
3. Starting in 2001, IPEC has promoted the implementation of the "Time Bound Programme" approach, a supported national framework. A Time Bound Programme (TBP) is essentially a national strategic programme framework of tightly integrated and coordinated policies and initiatives at different levels to eliminate specified Worst Forms of Child Labour (WFCL) in a given country within a defined period of time; it has evolved to the currently named National Action Plan (NAP). It is a nationally owned initiative that emphasizes the need to address the root causes of child labour, linking action against child labour to the national development effort, with particular emphasis on the economic and social policies to combat poverty and to promote universal basic education. The International Labour Organization (ILO), with the support of many development organizations has elaborated this concept based on previous national and international experience. It has also established innovative technical cooperation modalities to support countries that have ratified the ILO's Worst Forms of Child Labour Convention, No. 182 of 1999 (C182) to implement comprehensive measures against WFCL.
4. The most critical element of a NAP is that it is implemented and led by the country itself. The countries commit to the development of a plan to eradicate or significantly diminish the worst forms of child labour in a defined period. This implies a commitment to mobilize and allocate national human and financial resources to combat the problem. IPEC has over the years implemented a number of country specific projects of support of multi-year duration and focusing both on policy and institutional support through enabling environment and direct support to communities, families and children through targeted interventions.

¹² IPEC is an ILO programme implemented within the Fundamental Principles and Rights at Work branch under the Governance and Tripartism department.

Please see <http://www.ilo.org/global/about-the-ilo/how-the-ilo-works/departments-and-offices/governance/fprw/lang--en/index.htm> for more information.

5. The experience with national NAPs has suggested a range of approaches to establish and implement national frameworks to provide the comprehensive approach, the linkages and the mechanisms for developing the knowledge, mobilising the actors, institutions and resources; and to plan effective coherent national action as part of the broader national development. The experience also showed that the degree of support needed to get this process going in different countries can vary and that specific strategic initiatives can be identified as often key to the process, focusing on influencing key policies and processes.
6. The Global Action Plan (GAP), proposed in the 2006 Global Report on Child Labour and endorsed by the Governing Body at its November 2006 sitting, called on all ILO member States to put appropriate time-bound measures using National Action Plans (NAP), in place by 2008 with a view to eliminating the WFCL by 2016.
7. Africa is a very relevant region for IPEC. The GAP 2006 stressed the need for “a special emphasis on Africa” by both the ILO and its international partners in the fight against child labour. In this regard, IPEC committed to devote a larger proportion of its efforts to Africa and has sought to strengthen activities in the region through the *Focus on Africa* programme. A regional strategy was adopted in 2011.
8. From the perspective of the International Labour Organisation (ILO), the elimination of child labour is part of its work on standards and fundamental principles and rights at work. The fulfilment of these standards should guarantee decent work for all adults. In this sense, the ILO provides technical assistance to its three constituents: government, workers and employers. This tripartite structure is the key characteristic of ILO cooperation and it is within this framework that the activities developed by the Programme should be analysed.
9. ILO Decent Work Country Programmes (DWCPs) have subsequently been developed and are being introduced in the ILO to provide a mechanism to outline agreed upon priorities between the ILO and the national constituent partners within a broader UN and International development context. For further information please see: <http://www.ilo.org/public/english/decent.htm>
10. The DWCP defines a corporate focus on priorities, operational strategies, as well as a resource and implementation plan that complements and supports partner plans for national decent work priorities. As such, DWCP are broader frameworks to which the individual ILO project is linked and contributes to. DWCP are beginning to be gradually introduced into various countries’ planning and implementing frameworks. The most recent DWCP for Cote d’Ivoire can be found at: <http://www.ilo.org/public/english/bureau/program/dwcp/download/cotedivoire.pdf>

The Public Private Partnership project

11. This project is a partnership between Mars Incorporated, through its Vision for Change (V4C) Programme and ILO-IPEC.
12. Regarding the partnership of Mars and ILO, the project builds upon and reinforces existing activities of the V4C Programme to support action against child labour in Soubré, an important cocoa-growing region in southwest Cote d’Ivoire. V4C adopts a long term vision of improved agronomic practices that will result in enhanced incomes for cocoa farmers in the coming years. The project introduces a robust focus on the elimination of child labour in cocoa-growing communities in V4C, leveraging the impact of the broader efforts to boost livelihoods to promote that children in V4C communities are in school and not in child labour. In addition, by promoting that only adults and young people working in appropriate conditions are involved in cocoa production, this project supports the creation of a more professional and productive workforce, an essential ingredient of a modernized cocoa sector.

13. The project fits under a framework of action towards the elimination of child labour by ILO-IPEC in West Africa, including Cote d'Ivoire, under a common leadership of projects completed in early 2015. These projects include the USDOL funded projects "Eliminating the Worst Forms of Child Labour in West Africa and Strengthening Sub-Regional Cooperation through ECOWAS" (WA ECOWAS I and II) and "Towards child labour free cocoa-growing communities through an integrated area based approach in Côte d'Ivoire and Ghana" (Cocoa Communities Project – CCP) project and the Global Issues Group (GIG)-funded PPP Project "Combating Child Labour in Cocoa-growing Communities in Ghana and Côte d'Ivoire".
14. This project has been integrated to the already existing IPEC structures in Côte d'Ivoire and is fully in line with the Cocoa Framework for Action, as well as Mars, Inc.'s own strategy outlined in V4C in the Soubré region.
15. The CCP particularly was active in cocoa-growing communities in Soubré, however not those targeted by Mars. In addition the CCP has provided technical assistance to local government officials and decentralized technical offices of several national Ministries on child labour elimination, including CLMS.
16. The project development objective is "to contribute to the elimination of the Worst forms of Child Labour in Côte d'Ivoire
17. The project immediate objectives are:
 - Immediate objective 1: To Reinforce community-based and institutional mechanisms for identifying children who are involved in child labour and referring them to school or other services and tracking them to ensure a positive outcome in 15-20 V4C communities, 3 sub-prefectures and 1 prefecture in Soubré.
 - Immediate Objective 2: To reinforce community development initiatives which contribute to creating a protective environment for children in 15-20 V4C communities.
 - Immediate objective 3: To reinforce parents, cocoa-growing community leaders, decentralized government officials, employers' and workers' organizations, social service providers and other stakeholders understanding and commitment to combat child labour in Soubré.
18. The project has been implemented through two main pillars: Child Labour Monitoring Systems (CLMS) and Advocacy; this last one in particular through promoting access to education, the SCREAM methodology and raising awareness on social protection issues.
19. The target communities are those in which the Mars, Inc V4C Project has established Cocoa Development Centres (CDCs) and Cocoa Village Centres (CVCs).
20. As of July 2015, the Project has reported the following achievements:
 - a. Child Labour Monitoring System component**
 - The communities, sub-prefectural and departmental Committees were created and installed, officers trained and equipped.
 - Guidelines to support child victims of WFCL and children at risk organized developed and validated.
 - The protocols to support child victims of WFCL and children at risk developed.
 - Equipment for the Regional Direction for Solidarity, Family, Women and Children centers and the Rehabilitation of Early Childhood Protection Soubré and Okrouyo Social Centers completed.
 - V4C teams and CCPCs teams trained on SOSTECI.
 - SOSTECI data collection is ongoing.

b. Community Action Programs component

- Trainers of agricultural and community extension V4C teams from ANADER, agricultural cooperatives and Soubre and Meagui General Union of cocoa farmers trained on hazardous child labor and occupational safety and health.
- Key stakeholders capacity in SOSTECI, legal instruments relating to children's rights, WFCL and the monitoring of child, the prevention strategies of child labor, early warning and resource mobilization, strengthened.
- Development of PACs and implementations of CAPs initiatives.

c. Social mobilization component

- Staff of the Regional Directorate of Education, teachers and members of child protection committees trained on Child labor and the SCREAM methodologies.
- Action plans for implementing SCREAM developed and activities took place.
- "Rights of the child clubs" organized.
- Communities sensitized through awareness campaign.
- Community and religious leaders trained in CL issues.
- New SCREAM Module "Child Labour in Agriculture" developed and tested in two schools.

d. Others

- Center of early childhood increased capacity from 108 to 125 children.
- Social center Okrouyo, activities moved from hotlines and awareness activities to more effective activities such as monitoring children weight and height growth and diet demonstrations and nutritional rehabilitation sessions for malnourished children.

Evaluation background

21. ILO considers evaluation as an integral part of the implementation of technical cooperation activities. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures.
22. Evaluations of ILO projects have a strong focus on utility for the purpose of organisational learning and planning for all stakeholders and partners in the project. As per IPEC evaluation approach, a participatory consultation process on the nature and specific purposes of this evaluation is carried to determine the final Terms of Reference.
23. The project has produced a baseline study and has gone through a mid-term self-evaluation activity in September 2014.
24. The final evaluation is to be implemented in accordance with established principles, standards and norms for bilateral and multilateral international development cooperation programmes as given in OECD/DAC and United Nations Evaluation Group system-wide norms and principles.
25. The Evaluation and Impact Assessment (EIA) unit of FPRW, serving as the independent evaluation function for ILO-IPEC projects, will serve as the evaluation manager for the evaluation to ensure credible and independent implementation of the evaluation by an external independent evaluation team and to meet the requirements of evaluations for Mars and ILO.

II. Purpose and Scope

Purpose

26. The main purposes of the final evaluation are:
- a. Establish the relevance of the project design and implementation strategy.
 - b. Assess the extent to which the project has achieved its stated objectives at outcome and impact level and to identify the supporting factors and constraints that have led to this achievement or lack of achievement.
 - c. Identify unintended changes, both positive and negative at outcome and impact levels, in addition to the expected results.
 - d. Determine the implementation efficiency of the programme.
 - e. Assess the relevance of the sustainability strategy, its progress and its potential for achievement, identifying the processes will continue by stakeholders.
 - f. Identify lessons learned and potential good practice, especially regarding models of interventions that can be applied further;
 - g. Provide recommendations to project stakeholders to promote sustainability and support the completion, expansion or further development of initiatives that were supported by the project.
27. The final evaluation should provide all stakeholders with information to assess, as it is needed, work plans, strategies, objectives, partnership arrangements and resources. It should suggest a possible way forward for the future.

Scope

28. The evaluation key users are the identified national stakeholders in the country, including social partners, workers and employers, MARS related divisions, the implementing partners and ILO.
29. The evaluation will focus on the project, its achievements and its contribution to the overall national efforts to achieve the elimination of child labour. The evaluation should focus on all the activities that have been implemented since the start of the projects to the moment of the field visits (i.e. action programmes/projects).
30. The evaluation should look at the project life-span as a whole, including issues of initial project design, implementation, lessons learnt, replicability and recommendations for future programmes.
31. The analytical scope should include identifying levels of achievement of objectives and explaining how and why they have been attained in such ways (and not in other alternative expected ways, if it would be the case). The purpose is to help the stakeholders to learn from this experience.

III. Suggested Aspects to Be Addressed

32. The evaluation should be carried out in context of criteria and approaches for international development assistance as established by OECD/DAC Evaluation Quality Standard. The ILO policy guidelines for results-based evaluation¹³ and the technical and ethical standards and abide by the Code of Conduct for Evaluation on the UN System¹⁴ are established within these criteria

¹³ http://www.ilo.org/eval/Evaluationguidance/WCMS_168289/lang--en/index.htm

¹⁴ <http://www.unevaluation.org/ethicalguidelines>

and the evaluation should therefore adhere to these to ensure an internationally credible evaluation. Particularly the evaluation will follow the ILO EVAL Policy Guidelines Checklists 5 and 6: “Preparing the evaluation report” and “Rating the quality of evaluation reports”.

33. Gender concerns should be addressed in accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of projects”¹⁵. All data should be sex-disaggregated and different needs of women and men and of marginalized groups targeted by the project should be considered throughout the evaluation process.
34. In line with established results-based framework approached used for identifying results at global, strategic and project level, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation concerns and the achievement of the Immediate Objectives of the project using data from the logical framework indicators.
35. Annex I contains specific suggested aspects for the evaluation to address. Other aspects can be added as identified by the evaluation team in accordance with the given purpose and in consultation with EIA as the dedicated evaluation manager. It is not expected that the evaluation address all of the questions detailed in the Annex I; however the evaluation must address the general areas of focus. The evaluation instrument (summarised in the inception report) should identify the general areas of focus listed here as well as other priority aspects to be addressed in the evaluation.
36. The main categories that need to be addressed are the following:
 - Design
 - Achievement (Implementation and Effectiveness) of objectives
 - Potential impact
 - Relevance of the project
 - Sustainability
 - Special aspects to be addressed

IV. Expected Outputs of the Evaluation

37. The expected outputs to be delivered by the evaluation team are:
 - A desk review of appropriate material;
 - Briefing meetings with the evaluation manager, IPEC HQ and regional office and Mars as the donor;
 - An inception report based on the desk review and the briefing; centred on the evaluation instrument, reflecting the combination of tools and detailed instruments needed to address the range of selected aspects. The instrument needs to make provision for the triangulation of data where possible;
 - Interviews and consultations with relevant stakeholders including field visits to the project locations;
 - Informal feedback meetings with stakeholders at the district data collection sites, facilitated by the evaluation team leader, focusing on the preliminary findings of observations of district-level achievements and constraints;
 - Workshop for key stakeholders, reviewing findings, facilitated by the evaluation team leader;
 - Draft evaluation report should include:
 - ✓ Executive Summary with key findings, conclusions and recommendations
 - ✓ Clearly identified findings

¹⁵ http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

- ✓ A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
 - ✓ Clearly identified conclusions and recommendations (identifying which stakeholders are responsible)
 - ✓ Lessons learnt
 - ✓ Potential good practices
 - ✓ Appropriate Annexes including present TORs
- Final evaluation report incorporating feedback from stakeholders.
38. The total length of the report should be a maximum of 30 pages for the main report, excluding annexes; additional annexes can provide background and details on specific projects evaluated. The report will be prepared in French and EIA will translate it in English. The report should be sent as one complete document and the file size should not exceed 3 megabytes. Photos, if appropriate to be included, should be inserted using lower resolution to keep overall file size low.
39. All drafts and final outputs, including supporting documents and analytical reports should be provided both in paper copy and in electronic version compatible for Word for Windows. Ownership of data from the evaluation rests jointly with IPEC and the consultants. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.
40. The draft final report will be circulated to key stakeholders (those participants present at the stakeholders' evaluation workshop), including project staff for their review. Comments from stakeholders will be consolidated by EIA as the evaluation manager and provided to the evaluation team leader. In preparing the final report, the team leader should consider these comments, incorporate them as appropriate, and provide a brief note explaining why any comments might not have been incorporated.

V. Evaluation Methodology

41. Evaluations are carried out to enhance all stakeholders learning (i.e. national stakeholders, the donor and ILO). A participatory consultation process on the nature and specific purposes of this evaluation was carried out prior to the scheduled date of the evaluation. Inputs were received from key stakeholders including ILO constituents and implementing agencies. The present Terms of Reference is based on the outcome of this process and inputs received in the course of the consultative process.
42. The following is the proposed evaluation methodology. While the evaluation team can propose changes in the methodology, any such changes should be discussed with and approved by EIA, provided that the research and analysis suggest changes and provided that the indicated range of questions is addressed, the purpose maintained and the expected outputs produced at the required quality.
43. The evaluation will be carried out using a desk review of appropriate materials, including the project documents, progress reports, outputs of the project (and the project action programmes, results of any internal planning process and relevant materials from secondary sources. At the end of the desk review period, it is expected that the evaluation consultant will prepare a brief document indicating the methodological approach to the evaluation in the form of the evaluation instrument, to be discussed and approved by EIA. The evaluation team leader will be asked to include in the inception report the evaluation instruments that will be used for documenting and analysing the achievements of the project and the contributions of the “action programmes” to the programme.

44. During the inception phase, the evaluator will carry out semi-structured interviews of key informants such as the donor representatives and relevant ILO HQ and/or regional officials involved in support the projects through conference calls.
45. The evaluator will undertake field visits to the project. The evaluators will conduct interviews and focus group discussions with project partners and implementing agencies, direct and indirect beneficiaries with supplemental and simple questionnaire for other data. The evaluator will also facilitate a stakeholders' workshop towards the end of the field visits to present initial findings and recommendations.
46. The selection of the field visits locations should be based on criteria to be defined by the evaluation team. Some criteria to consider include:
 - Locations with successful and unsuccessful results from the perception of key stakeholders. The rationale is that extreme cases, at some extent, are more helpful than averages for understanding how process worked and results have been obtained;
 - Locations that have been identified as providing particular good practices or bringing out particular key issues as identified by the desk review and initial discussions;
 - Representation of the main strategies or interventions used;
 - Areas known to have high prevalence of child labour;
 - Representation of the main types (sectors) of child labour being addressed
 - Locations close to main roads and also locations that are more remote;
47. The stakeholders' workshop will be attended by IPEC staff and key stakeholders (i.e. partners), including the donor as appropriate. These will be an opportunity for the evaluator to gather further data, present the preliminary findings for verification and discussion, present recommendations and obtain feedback. It will take place towards the end of the fieldwork.
48. The evaluator will be responsible for organizing the methodology of the workshop. The identification of the number of participants of the workshop and logistics will be the responsibility of the project team in consultation with the evaluator.
49. The evaluator will be responsible for drafting and finalizing the evaluation report. The draft report will be circulated to stakeholders in French for their feedback and comments. The evaluator will further be responsible for finalizing the report incorporating any comments from stakeholders as appropriate.
50. The evaluation will be carried out with the technical backstopping of the EIA unit and with the logistical support of the ILO country office. EIA will be responsible for consolidating the comments of stakeholders and submitting them to the team leader.
51. It is expected that the evaluator will work to the highest evaluation standards and codes of conduct and follow the UN evaluation standards and norms.

The team responsibilities and profile

52. The final evaluation will be carried out by an international evaluator. The background of the evaluator and its main responsibilities are presented below

Responsibilities	Profile
<ul style="list-style-type: none"> • Desk review of project documents • Briefing with ILO/IPEC/EIA • Development of the evaluation instrument • Telephone interviews with Mars and ILO • Undertake field visits in projects areas • Facilitate stakeholders workshop • Draft evaluation report • Finalise evaluation report 	<ul style="list-style-type: none"> • <u>Not have been involved in the project.</u> • Relevant background in social and/or economic development. • Experience in the design, management and evaluation of development projects, in particular with policy level work, institutional building and local development projects. • Experience in evaluations in the UN system or other international context as team leader • Relevant sub-regional experience • Relevant country experience preferred • Experience in the area of children's and child labour issues and rights-based approaches in a normative framework and operational dimension are highly appreciated. • Experience at policy level and in the area of education and legal issues would also be appreciated. • Fluency in English is essential • Experience facilitating workshops for evaluation findings. • Experience with project level evaluations • Experience with PPP project evaluation is an advantage

Evaluation Timetable and Schedule

53. The total duration of the evaluation process including submission of the final report should be within two months from the end of the field mission.

54. The proposed timetable is as follows:

Phase	Responsible Person	Tasks	No of days
I	Evaluator	<ul style="list-style-type: none"> ○ Desk Review of project related documents ○ Telephone briefing with ILO ○ Inception report 	4
II	Evaluator with logistical support by ILO Côte d'Ivoire	<ul style="list-style-type: none"> ○ In-country for consultations with programme staff ○ Consultations with ILO projects staff ○ Interviews with projects staff and partners ○ Field visits ○ Consultations with girls and boys, parents and other beneficiaries ○ Consultations with other relevant stakeholders ○ Workshop and informal feedback sessions with key stakeholders ○ Sharing of preliminary findings 	9
III	Evaluator	<ul style="list-style-type: none"> ○ Draft report based on consultations from field visits and desk review and the stakeholders' workshop 	5
IV	EIA	<ul style="list-style-type: none"> ○ Quality check and initial review by EIA ○ Circulate draft report to key stakeholders ○ Consolidate comments of stakeholders and send to team leader 	0
V	Evaluator	<ul style="list-style-type: none"> ○ Finalize the report including explanations on why comments were not included 	1
TOTAL			19

55. Team leader summary schedule:

Phase	Work Days	Dates
Briefing, desk review and inception report	4 days	2-5 November
Field mission	9 days	9-17 November
Draft report	5 days	20-25 November
Comments to the draft report by stakeholders	14 days	26 November – 7 December
Final report	1 days	8 December

Sources of Information and Consultations/Meetings

56. Sources of Information

57. The following sources should be consulted:

Available at HQ and to be supplied by EIA	<ul style="list-style-type: none"> • Project document • EIA, ILO and UNEG guidelines
Available in project offices in Côte d'Ivoire and to be supplied by EIA	<ul style="list-style-type: none"> • Baseline report • Technical progress reports/status reports • Key Performance Indicators reports • Project monitoring plan • Technical and financial reports of partner agencies • Other studies and research undertaken • Action Programme Summary Outlines • Project files • Studies on good practices and lessons learned

58. Consultations/meetings will be held with:

- Project management and staff in ILO
- ILO HQ backstopping and technical officials
- Implementing partner agencies
- Social partners Employers' and Workers' groups
- Government stakeholders at national and local levels (e.g. representatives from Department of Labour, Social Development, etc.)
- Direct beneficiaries, i.e. boys and girls (taking ethical consideration into account.)
- Parents of boys and girls
- Teachers
- Community authorities and leaders
- Community members as identified by the project management and evaluation team leader
- Mars incorporated as the donor

Final Report Submission Procedure

59. For independent evaluations, the following procedure is used:

The evaluator will submit a draft report to EIA in Geneva

EIA will forward a copy to key stakeholders for comments on factual issues and for clarifications

EIA will consolidate the comments and send these to the evaluator by date agreed between EIA and the evaluator or as soon as the comments are received from stakeholders.

The final report is submitted to EIA who will then officially forward it to stakeholders, including the donor.

VI. Resources and Management

Resources

60. The resources required for this evaluation are:

For the evaluation team leader:

- Fees for an international evaluation consultant for 19 work days
- Fees for local DSA in programme locations
- Travel to Abidjan, Côte d'Ivoire

For the evaluation exercise as a whole:

- Local travel in-country supported by the programme
- Translation assistant as required at field locations
- Stakeholders' workshop expenditures

61. A detailed budget for internal management purpose is available separately.

Management

62. The evaluation team will report to EIA in headquarters and should discuss any technical and methodological matters with EIA, should issues arise. The project officials and respective country offices and representation in Côte d'Ivoire will provide administrative and logistical support during the evaluation mission.

ANNEX I: Suggested Aspects to Be Addressed

Design

Determine the validity of the project design, in particular:

- Did it assist or hinder the achievement of the project goals as set out in the Project Document?

Assess whether the project design was logical and coherent:

- Were the objectives of the project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (including human resources)?
- How relevant are project indicators and means of verification? Please assess the usefulness of the indicators for monitoring and measuring outcomes.

Were the expectations of the roles, capacity and commitment of stakeholders realistic and likely to be achieved?

To what extent have key external factors been identified and assumptions formulated in the Project document? Have the identified assumptions on which the project was based, proven to be true?

Does the design of the project take into account the existing institutional arrangements, roles, capacity and commitment of stakeholders (i.e. education, livelihoods, etc.)? Does it fit into existing mainstreaming activities that would impact on child labour?

How have gender issues been taken into account in the project design in its outcomes?

Has the strategy for sustainability of project results been defined clearly at the design stage of the project?

Does the project design fit within and complement existing initiatives by other organizations to combat child labour?

How did the project contribute to the achievement of the NAP?

Achievements (Implementation and Effectiveness) of Objectives

Examine delivery of project outputs in terms of quality and quantity; have they been delivered in a timely manner?

Assess whether the project has achieved its immediate objectives and planned targets.

How has the project responded to positive and negative factors (both foreseen and unforeseen) that arose throughout the implementation process? Has the project team been able to adapt the implementation process in order to overcome these obstacles without hindering the effectiveness of the project?

Assess the effectiveness of the project i.e. compare the allocated resources with results obtained. In general, did the results obtained justify the costs incurred?

How has the capacity of the implementing agencies and other relevant partners to develop effective action against child labour, been enhanced as a result of project activities?

Evaluate the role played by Government, workers and employers organisations

How effectively has the project leveraged resources (e.g. by collaborating with other initiatives and programmes launched in support of the national plans to combat child labour)?

Assess the project efforts to coordinate and collaborate with other child-focused interventions supported by other organizations in the country with particular emphasis on those with work in child labour elimination.

Potential impact

Assess the major high level changes that the project has contributed towards the project development objective at national, local and community levels.

Has the project generated unintended impacts (and outcomes) on child labour prevention and elimination?

Relevance of the Project

Examine whether the project responded to the real needs of the beneficiaries and stakeholders at community and district level.

Assess whether the problems and needs that gave rise to the project still exists or have changed.

Did the strategy address the different needs and roles, constraints, access to resources of the target groups, with specific reference to the strategy of mainstreaming and thus the relevant partners, especially in government?

Assess the validity of the project approach and strategies and its potential to be replicated and scaled-up.

Has the project identified any other constraints or opportunities that need to be accommodated in the design in order to increase the impact and relevance of the project?

Sustainability

Assess the design and implementation of the project sustainability strategy.

Determine the potential to sustain the gains of the project beyond its life and what measures are needed to ensure this.

Assess what contributions the project has made in strengthening the capacity and knowledge of local stakeholders and to encourage ownership of the project to partners.

Examine whether prioritised target group and gender aspects are taken into consideration regarding the sustainability of the project results and assess whether actions have been taken to sensitize national and local institutions and target groups on these issues.

Identify potential good practices and models of intervention that could inform future child labour elimination projects, especially those that the national partners could incorporate into national policy and implementation.

Specific Aspects to be addressed:

How has the coordination of the project with ICRAF contributed to project results (i.e. project outcomes)?

How has the project integrated lessons from CCP and GIG PPP projects implemented simultaneously in the country?

Identify the potential impact of the project for the national level.

Identify lessons and potential good practices from the implementation of the community CLMS for replication and scaling-up.

Annex 2: Logical Framework - Objectives and Outputs

Project development objective: Contribute to the elimination of WFCL in Côte d'Ivoire	
Immediate objective No. 1	To reinforce community-based and institutional mechanisms for identifying children who are involved in child labour and referring them to school or other services and tracking them to ensure a positive outcome in 15-20 V4C communities, 3 sub prefectures and 1 prefecture in Soubré
Output 1.1: CLMS established in 15-20 V4C communities	
Output 1.2: Child Labour Monitoring and Referral mechanisms reinforced at Prefecture and sub-prefecture levels.	
Output 1.3: Development of Operational Guidelines and Protocols for Assisting Victims of Child Labour and At-Risk Children	
Immediate objective No. 2	To reinforce community development initiatives which contribute to creating a protective environment for children in 15-20 V4C communities
Output 2.1: Community Action Plans to Combat Child Labour developed in 15-20 V4C Communities	
Output 2.2: Capacity Building to School Management Committees for the Establishment of School Drop-Out Early Warning and other Child Labour Prevention Initiatives	
Output 2.3: Capacity Building for ANADER V4C teams on Hazardous Child Labour and Occupational Safety and Health	
Immediate objective No. 3	To reinforce parents', cocoa-growing community leaders', decentralized government officials', employers' and workers' organizations', social service providers' and other stakeholders' understanding and commitment to combat child labour in Soubré.
Output 3.1: Organization of cultural events for and by children and communities using SCREAM methodologies in 15- 20 Mars V4C communities	
Output 3.2: New SCREAM Module "Child Labour in Agriculture" developed and piloted in at least 5 schools in Mars V4C communities	

Annex 2. Initial Evaluation Report

Kindly note that annexes are only available in French which is the master language of the report

ILO-IPEC

EVALUTION INDEPENDANTE FINALE

PROJET « Création d'un environnement protecteur pour les enfants dans les régions cacaoyères de Soubré, Côte d'Ivoire, à travers le système de contrôle du travail des enfants (CLMS) et les interventions en matière de sensibilisation à Soubré, Côte d'Ivoire »

Rapport Initial

1. ADHESION AUX TERMES DE REFERENCE

Les termes de référence sont très détaillés et offrent une description complète des services à fournir. C'est sur base de son interprétation et de ses postulats que nous nous emploierons ici à expliquer quelle est notre approche méthodologique pour répondre avec efficacité aux services demandés. Nous assumons le principe de ne pas répéter ici ce qui est déjà dit dans les termes de référence de l'évaluation. Auquel cas, nous renverrons sous la mention « svp voir le mandat de l'évaluation ».

Ce rapport initial se propose de décrire de façon succincte le cadre conceptuel qui va orienter l'exercice d'évaluation. Concrètement, l'évaluation sera basée sur l'analyse, d'une part, du degré d'accomplissement des objectifs et résultats attendus du cadre logique du projet (RBM) et, d'autre part, sur la réponse aux critères d'évaluation (OECD) : pertinence, efficacité, efficience, durabilité et impact. A ces critères s'ajouteront des considérations spécifiques demandées par l'OIT/IPEC liée au projet et son contexte.

Le traitement pratique de ces deux grandes orientations sont traduits plus loin en une série de questions contenues dans le tableau « Outil d'évaluation » que l'évaluation va s'évertuer de répondre. Pour cela une méthodologie sera appliquée durant le travail de terrain en Côte d'Ivoire et dans le site du projet, dans les communautés cacaotières du département de Soubré.

63. Le Programme international pour l'abolition du travail des enfants

64. Ce projet résulte d'un partenariat entre Mars Incorporated, à travers son Programme *Vision for Change* (V4C), et l'OIT-IPEC.

2. METHODOLOGIE DE L'ÉVALUATION

2.1. CONTEXTE/PORTEE DE L'ÉVALUATION

2.1.1. Informations générales pertinentes

L'Objectif stratégique est : « Eliminer le travail des enfants dans les communautés productrices de cacao dans le département de Soubré, Cote d'Ivoire. »

Les termes de référence fournissent la plupart des informations nécessaires pour la mise en œuvre de l'évaluation. Ils se composent de 6 points et deux annexes :

- I. Contexte et justification, qui contient tous les antécédents au sein de l'OIT et de l'IPEC, notamment les stratégies documents de politique, qui conforment un corpus programmatique dans lequel s'insère le projet, avec sa structure de base qui y est décrite. Est aussi décrit le partenariat public-privé qui caractérise ce projet avec une description de l'approche « Vision for Change(V4C) » de Mars Incorporated, le financeur du projet, dans laquelle s'inscrit l'objectif de lutte contre le TdE pour arriver à des exploitations de cacao prospères et socialement profitables pour ses travailleurs. Finalement, sont décrits dans ce chapitre les objectifs et derniers résultats du projet.
- II. Objectif et portée, III – Aspects suggérés à aborder, et IV –Produits escomptés de l'évaluation. Ces points spécifient clairement les domaines qui devront être couverts par l'évaluation.
- V. Méthodologie, qui explique en détail le cadre dans lequel doit s'effectuer l'évaluation en termes d'experts, temps, phases d'action, etc. Et VI- Ressources et gestion ; qui définit les moyens pour mener à bien les actions prévues.

Annexe 1, qui détaille une liste de questions à prendre en compte dans chaque aire d'intérêt et Annexe 2 qui détaille le cadre logique du projet en version française.

Les TdR ont été agrémentés d'une série de documents, dont celui spécifiant le format de ce rapport Initial. Tout cet ensemble donne les directives permettant le développement de l'exercice d'évaluation.

Il est ainsi prévu qu'un consultant indépendant soit chargée de mener cette évaluation finale du projet «*Création d'un environnement protecteur pour les enfants dans les régions cacaoyères de Soubré, Côte d'Ivoire, à travers le système de contrôle du travail des enfants (CLMS) et les interventions en matière de sensibilisation à Soubré, Côte d'Ivoire*», exécuté par le programme IPEC de l'OIT et sous financement de Mars Corp. dans le cadre d'un partenariat public-privé. Le consultant est :

- Dr Vicente Pardo Iniesta, consultant chargé de l'évaluation. Basé à Bruxelles, il sera en déplacement en Côte d'Ivoire du 9 au 19 novembre 2015 ;

2.1.2. Brève description de ce que l'évaluation devrait permettre d'atteindre

La description des objectifs, domaines à couvrir et résultats attendus de l'évaluation sont clairement explicités dans les Termes de Référence. Soit :

- Déterminer la pertinence de la conception du projet et de la stratégie de mise en œuvre.
- Évaluer dans quelle mesure le projet a atteint les objectifs fixés au niveau des résultats et de l'impact, ainsi qu'identifier les facteurs et les limitations de soutien qui ont mené à la réalisation, ou pas, de ces objectifs.
- Identifier les changements imprévus (positifs et négatives au niveau des résultats et des impacts), ainsi que les résultats escomptés.
- Déterminer l'efficacité de la mise en œuvre du programme.

- Évaluer la pertinence de la stratégie de durabilité, ses progrès et son potentiel de réussite, en identifiant les processus qui seront continués par les parties prenantes.
- Identifier les leçons apprises et les bonnes pratiques, en particulier en ce qui concerne les modèles d'intervention qui peuvent être davantage appliqués.
- Formuler des recommandations aux parties prenantes du projet afin de promouvoir la durabilité et de soutenir la réalisation, l'expansion ou le développement plus approfondi d'initiatives qui ont été soutenues par le projet.

L'évaluation finale doit fournir des informations à tous les parties prenantes afin d'évaluer, selon les besoins, les plans de travail, les stratégies, les objectifs, les accords de partenariat et les ressources. Cela devrait suggérer une possible voie à suivre pour l'avenir.

2.1.3. Activités à ce jour

A la fin de la phase de revue documentaire (vendredi 06/11/15), les activités qui ont été entreprises par l'évaluation peuvent se résumer comme suit :

Consultant chef de Mission :

1. Personnes avec lesquelles ont été établis des échanges téléphoniques depuis le siège du chef de mission (Bruxelles) :
 - 1. OIT Genève : Ricardo Fumàn, responsable de l'évaluation au sein de l'OIT, , responsable IPEC pour l'Afrique Occidentale ou s'insère le projet ; 2, ;
 - 3. OIT/IPEC Abidjan : Monique Koffi, coordonateur technique du projet.
2. Revue documentaire. Les principaux documents examinés :
 - Différents documents OIT sur IPEC au niveau mondial et régional (Afrique)
 - Documents OIT sur l'évaluation ;
 - Document guide avec format sur le rapport initial ;
 - Document du projet « *Création d'un environnement protecteur pour les enfants dans les régions cacaoyères de Soubré, Côte d'Ivoire, à travers le système de contrôle du travail des enfants (CLMS) et les interventions en matière de sensibilisation à Soubré, Côte d'Ivoire* »
 - Rapports d'autoévaluation du projet année 2014.
 - Rapport de progression du projet, en anglais. -
3. Élaboration du rapport initial incluant la méthodologie de la mission.

2.2. DEMARCHE METHODOLOGIQUE

2.2.1. Approche et méthodologie

Une évaluation comporte plusieurs axes d'action : un des premiers c'est l'établissement de jugements de valeurs sur le degré d'atteinte des objectifs prévus et la portée des acquis d'un projet ou programme. Des critères d'évaluation sont utilisés pour cela, qui modulent ou soulignent l'un ou l'autre aspect ou centre d'intérêt pour les responsables du projet.

Un autre aspect non moins important ; qui, est ici déterminé par le caractère final de l'évaluation, est le rôle d'outil servant aux acteurs et responsables impliqués pour retirer les leçons et enseignements de l'exécution du projet et qui pourraient aider dans le domaine de lutte contre le TdE.

Démarche Participative : Nous voyons avant tout l'évaluation comme une synthèse critique des positions exprimées par les acteurs, et croisées avec les documents produits et indicateurs collectés. Parler d'approche participative n'a rien d'une formule rhétorique, c'est un facteur clé de réussite pour l'évaluation. Il s'agit de bénéficier de l'analyse d'acteurs appartenant parfois à des logiques

différentes (familles et enfants bénéficiaires, personnel technique, responsables politiques). Il s'agit également de mettre en regard les visions exprimées au niveau central et sur le terrain. Dès lors, cette approche participative se veut un principe d'action qui va rejaillir de façon transversale sur les différentes activités de l'évaluation.

Le consultant veillera également à rendre les échanges avec les groupes d'acteurs, comme autant d'occasions d'apprentissage et de contribution à l'amélioration des pratiques et stratégies d'action, mettant en œuvre la politique de lutte contre le travail infantile.

Dans ce cadre, les TdR proposent une liste de personnes/groupes d'intérêt avec lesquelles le consultant devra s'entretenir: il s'agira dès l'arrivée d'actualiser cette liste avec les acteurs impliqués et de démarrer les rencontres.

L'accès culturel aux bénéficiaires et acteurs impliqués dans le travail infantile est un facteur clé de réussite. L'expert d'évaluation possède les habiletés culturelles pour que la communication et échange d'informations avec les acteurs sur le terrain ne pose aucun problème, d'autant plus qu'il pourra compter avec le personnel du projet pour apporter ses compétences linguistiques dans les rares cas où cela s'avèrerait nécessaire.

Dans la mesure du possible, l'expert cherchera toujours à désagréger l'information et les données obtenues de telle sorte que les différences entre garçons et filles puisse ressortir, dans le respect de l'approche genre.

2.2.2. Principes de la méthodologie

Nous nous engageons à suivre ce qui est prévu dans les TdR pour cette évaluation externe finale, soit :

1. Analyser la stratégie du programme et ses trois volets en rapport avec son cadre logique (étude de tous les documents disponibles liés au projet).
2. Étudier :
 - Le degré de réalisation des résultats attendus (ou pas) et de progression vers les objectifs fixés, au regard des indicateurs du cadre logique.
 - Les orientations stratégiques et méthodologiques suivies.
 - Les modalités de mise en œuvre au regard des critères de base (pertinence, efficience, efficacité, durabilité, impact), et des thèmes transversaux (égalité de genre).
 - Le fonctionnement et l'organisation du projet.
3. Répondre aux questions relatives aux critères d'évaluation.

Il nous semble important sur ce point, de souligner l'importance du qualitatif et les indicateurs de processus. L'évaluation doit aussi permettre de mettre en évidence le développement de capacités professionnelles, d'institutions locales (département, préfecture, etc) et de relations interinstitutionnelles et personnelles qui permettront de continuer à renforcer le développement du mouvement de lutte contre le travail infantile et les PFTI dans le secteur du cacao et les synergies développées au niveau de la région et entre les organisations activés. En d'autres termes : le potentiel de poursuivre un travail sur le long terme dans le cadre de la politique d'accès à un emploi décent. Les leçons tirées à ce sujet seront utiles pour la poursuite du mouvement au niveau national et local.

4. Formuler des recommandations concrètes orientées à optimiser les appuis au secteur.

Afin d'optimiser la fiabilité des résultats, la méthode de triangulation sera utilisée au maximum.

Nous entendons par triangulation le fait de croiser différentes sources (personnes et institutions) pour valider leurs résultats respectifs. Ces résultats serviront de réponse aux questions d'évaluation, permettront de tirer des conclusions, pour ensuite mener à des recommandations pour les prises de décision ultérieures.

Trois outils principaux seront utilisés pour mener à bien ce travail dans l'étude :

Analyse et exploitation documentaire : L'équipe d'évaluation consultera toute la documentation disponible, notamment les rapports du suivi, les résultats des enquêtes et études réalisées, ainsi que les rapports d'activité.

Entretiens avec les principaux acteurs : Des entretiens seront organisés avec tous les acteurs clés de la mise en œuvre du projet, au niveau central, départemental et local dans les communautés. Sur base des personnes et groupes d'intérêt concernés par l'évaluation, une liste des personnes à rencontrer sera produite au terme du briefing.

Visites d'actions directes de terrain : Des visites de terrain auront lieu pour collecter les données et pour constater les réalisations faites dans la mise en œuvre, ainsi que pour recueillir les opinions et les avis des acteurs impliqués et des bénéficiaires du projet.

Les visites se feront dans les communautés bénéficiaires du projet dans les 3 sous-préfectures de Soubré ciblées.

2.2.3. Techniques pour les parties prenantes

Le document des termes de référence contient une liste standard des parties prenantes à prendre en considération, que nous avons groupée et complétée comme suit :

Technique	Type de partenaire	Commentaires
Entretien semi structuré	Représentant du Bailleur de fond	Entretien orienté vers la perception, et attentes autour du projet.
Entretien semi structuré	Responsables du Gouvernement chargés de la lutte contre le TI, dans le pays.	Entretiens multiples orientés vers le degré d'implication dans la lutte contre le TI et la collaboration avec le projet.
Tenue d'un atelier participatif		Les inviter à s'exprimer sur les constats d'évaluation qui leur seront présentés.
Entretien semi structuré	Responsables d'agences de coopération (UNICEF, etc)	Orientés vers la coopération inter agences et synergies possibles. Perception des difficultés du secteur.
Tenue d'un atelier participatif		Les inviter à s'exprimer sur les constats d'évaluation qui leur seront présentés.
Entretien semi structuré	les partenaires sociaux, les associations d'employeurs et de travailleurs	Orientés vers la compréhension de leur degré d'implication dans la lutte contre le TI et leur rôle aux côtés du projet
Tenue d'un atelier participatif		Les inviter à s'exprimer sur les constats d'évaluation qui leur seront présentés.
Échange informel et spontané	Bénéficiaires des programmes d'action	Les entretiens s'adresseront aux adultes (hommes et femmes) et les enfants avec des questions sur la perception directe des bénéfices du programme et leur besoins.
Visite à leur milieu de vie et d'action du projet.		Observation directe et échanges dans l'action.
Entretien semi structuré	Responsables des agences d'exécution (ANADER, ICRAF...)	Orienté vers la compréhension des actions entreprises et leur portée.
Tenue d'un atelier participatif		Les inviter à s'exprimer sur les constats d'évaluation qui leur seront présentés.
Visite conjointe au terrain communautaire du projet		Observation directe et échanges dans l'action.
Entretien semi structuré	Responsables techniques d'OIT/IPEC	compréhension des mécanismes de décision dans la gestion du projet (conception, suivi,)
Tenue d'un atelier participatif		Les inviter à s'exprimer sur les constats d'évaluation qui leur seront présentés.
Entretiens semi structuré	Personnel du projet	Multiplés et couvrant l'ensemble des questions d'évaluation.
Tenue d'un atelier participatif		Rôle d'appui au évaluateur et, en même temps, s'exprimer sur les présentations
Visite au terrain du projet		Observation directe et échanges

2.2.4. Instrument d'évaluation pour les questions d'évaluation

Nous concevons l'instrument d'évaluation comme un outil qui définit les domaines particuliers du projet devant être éclairés par l'évaluation. L'élaboration de cet outil doit être vue comme un processus en construction durant tout l'exercice auquel participe l'expert, enrichi des apports des acteurs impliqués dans le projet et/ou l'évaluation. Déjà à ce stade, la phase de révision documentaire, a été tracé un tableau (présenté plus bas) avec des propositions concrètes de questions et indicateurs liés aux particularités de l'exécution du projet. Nous avons adopté l'option de référer d'abord aux objectifs du cadre logique du projet dans son ensemble, complété avec les critères d'évaluation qui seront utilisés de façon générique et figurant dans les TdR.

Par ailleurs, nous n'incluons dans les questions d'évaluations que certains des aspects qui figurent dans l'annexe I des TdR qui nous semblent les plus représentatifs, mais nous essaierons de les aborder tous, pour peu qu'ils soient applicables au projet et à ce moment concret clôture du projet- de son exécution.

OIT-IPEC PPP MARS								
Évaluation Indépendante Finale "Création d'un environnement protecteur pour les enfants dans les régions cacaoyères de Soubré, Côte d'Ivoire"								
Instrument d'évaluation pour les questions d'évaluation								
Objectifs & résultats attendus du projet	Questions d'Évaluation (à partir des TdR ou identifiés autrement)	Indicateurs Clé	Source d'information	méthode de collecte	Qui est responsable	Fréquence	Coût	qui analyse
A. Objectifs du projet								
<i>Objectif de développement : Contribuer à l'élimination des PFTI en Côte d'Ivoire</i>								
Objectif Immédiat 1 : Renforcer les mécanismes communautaires et institutionnels pour identifier les enfants engagés dans le travail des enfants, les orienter vers les écoles et autres services et les surveiller pour s'assurer d'un résultat positif dans 20 communautés V4C, 3 sous-préfectures et 1 préfecture de Soubré								
1.1. SOSTECI mis en œuvre dans 20 communautés V4C	des Comités villageois de protection de l'enfance? Comment est ce qu'ils fonctionnent? Combien sont réellement actifs? Combien d'enfants ont été identifiés ainsi?	nombre de comités villageois fonctionnels au moment de l'EF; nombre d'enfants identifiés en péril pendant le projet; 1.1. Nombre de communautés cibles dotés d'un SSTE fort fonctionnel;	Système de surveillance du projet, registres SOSTECI	Est-ce qu'un Sous-indicateurs marquant les étapes vers un SSTE fort a été mis en place?	coordinatrice du projet (CP)	Annuel, période du projet	compris dans le budget pour les activités du projet	Direction du projet & évaluateur
	Moniteurs villageois du travail des enfants? Qui sont ils? Combien il y en a? que font-ils? Ont-ils été formés sur le SOSTECI	nombre de moniteurs villageois actifs à la fin du projet. (voir liste et rapports); 1.2 Nombre de communautés dotés de plans d'action destinés à lutter contre le TdE.	Système de surveillance du projet	fourni par le projet (CP)	coordinatrice du projet (CP)	Annuel, période du projet		
1.2. Mécanismes renforcés de surveillance et d'orientation des enfants aux niveaux départemental et sous-préfectoral	Comités départementaux et sous-préfectoraux de coordination de la protection de l'enfance : ont-ils les moyens de fonctionner? Ont-ils été formés? Qu'est ce qu'ils font au juste (plans d'actions annuels et bilans écrits)?	nombre de comités dép et préfectoraux fonctionnels. 1.3 Nombre de groupes de coordination de la protection de l'enfance constitués et qui se réunissent régulièrement; 1.4 Nombre d'initiatives ou plans d'action communautaires cofinancés par le gouvernement local/la direction ministérielle décentralisée pour lutter contre le TdE	Système de surveillance du projet	fourni par le projet (CP)	coordinatrice du projet (CP)	Annuel, période du projet	compris dans le budget pour les activités du projet	
	la mise en œuvre du système SOSTECI par les structures de la DRSFFE. Qu'est ce qu'ils ont fait au juste?	nombre d'actions achevées du SOSTECI. Nombre d'enfants identifiés en danger.	Système de surveillance du projet	fourni par le projet (CP)	coordinatrice du projet (CP)	Annuel, période du projet		
1.3. Élaboration de directives et protocoles pour soutenir les victimes du travail des enfants et les enfants à risque	est ce que le processus d'élaboration des protocoles a été participatif? est ce que le manuel a été bien diffusé aux comités de protection de l'enfance et groupes de coordination préfectoraux et sous-préfectoral? Quel usage en fait-on?	manuel édité et diffusé; 1.5 Nombre de directives et protocoles opérationnels élaborés et recensés par les groupes de coordination de la protection de l'enfance.	Système de surveillance du projet, voir l'édition du manuel/protocoles	fourni par le projet (CP)	coordinatrice du projet (CP)	Annuel, période du projet		

2. Renforcer les initiatives de développement communautaire qui contribuent à la création d'un environnement protecteur pour les enfants de 20 communautés V4C									
2.1 Plans d'actions communautaires pour lutter contre le travail des enfants élaborés dans 15-20 communautés V4C	est ce que ces PAC existent? départementaux et préfectoraux aussi? Est-ce qu'ils ont une réelle utilité? Quelle périodicité?	PAC revu et qualité appréciée	observation et lecture. Rapport d'évaluation	fourni par le projet (CP)	CE, CP	unique, évaluation			
	est ce que le fond PAC a été mis en place pour financer des initiatives communautaires destinées à combattre le TdE?	fond disponible, combien, utilisé.			coordinatrice du projet (CP)	unique, évaluation		Direction du projet & évaluateur	
	est ce que des initiatives de plan d'action ont été mises en œuvre dans les communautés bénéficiant de l'appui de l'ANADER? Lesquelles? Combien?	nombre d'actions menées à terme	Système de surveillance du projet	fourni par le projet (CP)	coordinatrice du projet (CP)	unique, évaluation			
2.2. Renforcement des capacités des comités de gestion scolaire pour la mise en place de l'alerte précoce sur l'abandon et la prévention du travail des enfants	les comités de gestion scolaire : comment est ce qu'ils fonctionnent, combien formés sur le TdE et sa surveillance?	2.1 Taux de scolarisation dans les communautés cibles; 2.2 Taux d'abandon dans les écoles cibles. 2,5, nombre de comités mis en place...fonctionnels;	Système de surveillance du projet	fourni par le projet (CP)	coordinatrice du projet (CP)	Annuel, période du projet			
	est ce qu'on a pu mettre en place des Initiatives de prévention du TdE en milieu scolaire?... avec l'appui de l'ANADER?	nombre et efficacité des initiatives menées. 2.3 Scolarisation des élèves identifiés par les moniteurs du travail des enfants pour les services; 2.6 Nombre d'écoles qui mettent en place des systèmes "d'alerte précoce" pour identifier et apporter une assistance aux enfants à risque d'abandonner	Système de surveillance du projet	fourni par le projet (CP)	coordinatrice du projet (CP)	Annuel, période du projet	compris dans le budget pour les activités du projet		
2.3. Renforcement des capacités des équipes V4C de l'ANADER et les OPA sur les dangers du TdE, la sécurité et la santé professionnelles	les équipes V4C de vulgarisation agricole et communautaire de l'ANADER : formés? Quelles activités ont été entreprises (coopératives agricoles, planteurs, etc.).	2.4 Nombre d'enfants retirés ou empêchés de s'engager dans le travail des enfants à travers le SOSTECI; 2.7 Nombre de producteurs de cacao qui se forment sur les dangers du travail et les SSP. Nombre d'actions entreprises. 2.8 Nombre de plantations de cacao sûres.	Système de surveillance du projet	fourni par le projet (CP)	coordinatrice du projet (CP)	Annuel, période du projet	compris dans le budget pour les activités du projet		
	formation et la sensibilisation : est ce qu'ont été distribués par le biais de l'ANADER le manuel sur le travail dangereux dans la cacao-culture? aux moniteurs du travail des enfants et aux autres membres du comité communautaire de protection de l'enfance?	nombre d'organisations, acteurs ayant reçu les manuels	Système de surveillance du projet, système SOSTECI d'élaboration de rapports	fourni par le projet (CP)	coordinatrice du projet (CP)	Annuel, période du projet	compris dans le budget pour les activités du projet		
3. Renforcer la compréhension et l'engagement des parents, des responsables des communautés productrices de cacao, des personnels décentralisés, de organisations patronales et ouvrières, des prestataires de services sociaux et autres acteurs pour lutter contre le travail des enfants à Soubré									
3.1. Organisation d'événements pour et par les enfants et des communautés en utilisant les méthodologies SCREAM dans 20 communautés Mars V4C	Quel est le résultat de la Mobilisation et formation des enseignants à l'organisation des activités SCREAM (la Direction Régionale de l'Éducation)? Quelles activités SCREAM ont été mise en œuvre? forum avec attribution de prix pour la meilleure activité?	nombre d'actions SCREAM achevées à Soubré. 3.1 Nombre d'écoles qui mettent en œuvre les activités du SCREAM	Système de surveillance du projet	fourni par le projet (CP)	coordinatrice du projet (CP)	période du projet	compris dans le budget pour les activités du projet		Direction du projet & évaluateur
3.2. Nouveau module SCREAM "Travail des enfants dans l'agriculture" élaboré et testé dans au moins 5 écoles des communautés Mars 4C	est ce que le nouveau module SCREAM a été élaboré? De façon participative? Est-ce qu'il est validé à présent par les différents acteurs?	existence du nouveau module. 3.2 Validation du module SCREAM sur le travail des enfants dans l'agriculture	Système de surveillance du projet	fourni par le projet (CP)	coordinatrice du projet (CP)	unique, évaluation			
	est ce que le nouveau module a été piloté dans 5 écoles?	module testé effectivement dans 5 écoles. 3.3 Nombre d'écoles qui testent le module SCREAM sur le travail des enfants dans l'agriculture.	Système de surveillance du projet	fourni par le projet (CP)	coordinatrice du projet (CP)	période du projet			

Cet instrument d'évaluation est complété par un autre tableau similaire reprenant les Critères d'Évaluation qui figurent dans les TdR, avec les aspects à prendre en compte de l'annexé 1 (Conception, Pertinence, Efficacité, Efficience, Durabilité, Impact Potentiel, Aspects Spéciaux à aborder) . Nous avons placé ce deuxième tableau faisant suite au premier, ici-bas.

Critères d'évaluation	Questions d'Evaluation (à partir des TdR ou identifiés autrement)	Indicateurs Clé	Source d'information	méthode de collecte	responsable	Fréquence	Coût	qui analyse
b.1. Conception	o validité de la conception du projet, en particulier : · Est-ce qu'elle a aidé ou entravé la réalisation des objectifs du document de projet ?	Valorisation qualitative de l'évaluateur sur analyses effectuées.	document de projet, entretiens acteurs	Entretiens et révision documentaire	TL	unique x évaluation	compris dans évaluation	TL
	o conception du projet logique et cohérente: · Les objectifs du projet étaient-ils clairs, réalistes et susceptibles d'être atteints selon le calendrier et les ressources allouées (y compris les ressources humaines) ?		documents, entretiens acteurs impliqués	"	TL	"		
	· Quelle est la pertinence des indicateurs du projet et les moyens de vérification? Veuillez évaluer l'utilité des indicateurs pour suivre et mesurer les résultats.		"	TL	"			
	· Les attentes concernant les rôles, la capacité et l'engagement des parties prenantes étaient-elles réalistes et susceptibles d'être satisfaites ?		"	TL	"			
	o facteurs externes identifiés et les hypothèses formulées dans le document du projet ? Ces hypothèses identifiées sur lesquelles le projet a été basé se sont-elles avérées vraies ?	"	document de projet, entretiens acteurs impliqués	"	TL	"		
	o la conception du projet tiens compte des paramètres existants tels que les arrangements institutionnels, les rôles, les capacités et l'engagement des parties prenantes (c.à.d. l'éducation, les moyens de subsistance, etc.) ? S'inscrit-elle dans des activités d'intégration existantes ayant une incidence sur la question du travail des enfants ?	"	"	"	TL	"		
	o Comment les questions de genre ont été prises en compte dans la conception du projet dans ses résultats ?	"	"	"	TL	"		
	o La stratégie pour la durabilité des résultats du projet était-elle clairement définie au moment de la conception du projet ?	"	"	"	TL	"		
	o La conception du projet s'inscrit-elle dans et complète-t-elle les initiatives existantes des autres organisations de lutte contre le travail des enfants ?	"	"	"	TL	"		
	o Comment le projet a-t-il contribué à la réalisation du PAN ?	"	"	"	TL	"		
b.2. Pertinence du projet	o le projet répond aux besoins réels des bénéficiaires et des parties prenantes aux niveaux de la communauté et du district.	"	"	"	TL	"		
	o les problèmes et les besoins qui ont donné naissance au projet existent encore ou ont changé.	"	document de projet, entretiens acteurs impliqués	"	TL	"		
	o La stratégie a-t-elle traité les différents besoins et rôles, les contraintes, l'accès aux ressources des groupes cibles, avec une référence spécifique à la stratégie d'intégration et donc aux partenaires concernés, en particulier au sein du gouvernement ?	"	"	"	TL	"		
	o validité de l'approche et des stratégies du projet et la possibilité de le reproduire et le mettre à niveau.	"	"	"	TL	"		
	o Le projet a-t-il identifié d'autres contraintes ou opportunités qui doivent être prises en considération dans la conception afin d'augmenter l'impact et la pertinence du projet ?	"	"	"	TL	"		

Critères d'évaluation		Questions d'Evaluation (à partir des TdR ou identifiés autrement)	Indicateurs Clé	Source d'information	méthode de collecte	responsable	Fréquence	Coût	qui analyse
b.3.	Efficacité (Mise en œuvre et degré de réalisation des objectifs)	o Examiner l'exécution des produits du projet en termes de qualité et de quantité ; les produits ont-ils été exécutés en temps voulu ?	"	documentation projet, entretiens acteurs impliqués	"	TL	"	compris dans évaluation	TL
		o Voir si le projet a atteint ses objectifs immédiats et ses objectifs fixés.	"	"	"	TL	"		
		o Comment le projet a répondu à des facteurs positifs et négatifs (prévus et imprévus) qui se sont produits tout au long du processus de mise en œuvre ? L'équipe de projet a pu adapter le processus de mise en œuvre afin de surmonter ces obstacles sans entraver l'efficacité du projet ?	"	"	"	TL	"		
		o Évaluer l'efficacité du projet (c.à.d. comparer les ressources allouées aux résultats	"	"	"	TL	"		
		o Comment la capacité des agences d'exécution et d'autres partenaires a-t-elle été pour mettre en place une action efficace contre le travail des enfants comme un résultat des activités du projet ?	"	"	"	TL	"		
		o Évaluer le rôle joué par les organisations du Gouvernement, des travailleurs et des employeurs.	"	"	"	TL	"		
		o Dans quelle mesure le projet a-t-il mobilisé les ressources (c.à.d. en collaborant avec d'autres initiatives et programmes lancés à l'appui des plans nationaux pour lutter contre le travail des enfants) ?	"	"	"	TL	"		
		o Évaluer les efforts du projet visant à coordonner et collaborer avec d'autres interventions axées sur les enfants soutenues par d'autres organisations dans le pays, l'accent étant mis plus particulièrement sur le travail pour l'élimination du travail des enfants.	"	"	"	TL	"		
b.4.	Efficience (comparer les ressources allouées et les résultats obtenus).	De manière générale, est-ce que les résultats obtenus justifient les coûts engagés ?	"	documentation, entretiens acteurs	"	TL	"		
		Comment a été gérée la partie touchant aux ressources humaines dans la marche du projet (recrutement, abandons, stabilité du personnel, etc)	"	"	"	TL	"		
		Est-ce que le projet a eu une exécution selon les temps prévus?	"	"	"	TL	"		
		Comment s'est faite l'exécution budgétaire? Est-ce que le budget alloué a permis et permet le développement des actions prévues du projet pour l'atteinte de ses objectifs?	"	"	"	TL	"		
		L'orientation technique fournie par les organisations partenaires et les unités compétentes de l'OIT (y compris OIT Genève et les bureaux régionaux et les bureaux-pays de l'OIT) était adéquate par sa nature et son étendue.	"	"	"	TL	"		
b.5.	Impact Potentiel:	o Évaluer les changements majeurs du projet en termes de développement des objectifs au niveau national, local et communautaire.	"	documentation, entretiens	"	TL	"		
		o Le projet a-t-il eu des impacts (et des résultats) imprévus sur la prévention et l'élimination du travail des enfants ?	"	"	"	TL	"		

b.6.	Durabilité	o Évaluer la conception et la mise en œuvre de la stratégie concernant la durabilité du projet.	"	documentation, entretiens acteurs impliqués	"	TL	"	compris dans évaluation	TL
		o Déterminer le potentiel de préserver les acquis du projet au-delà de sa pérennité et quelles mesures sont nécessaires à cet égard.	"		"	TL	"		
		o Évaluer les contributions apportées par le projet pour renforcer les capacités et les connaissances des parties prenantes locales et pour favoriser l'appropriation du projet par les partenaires.	"		"	TL	"		
		o Examiner si le groupe cible prioritaire et des questions de genre sont prises en considération en ce qui concerne la durabilité des résultats du projet et évaluer si des mesures ont été prises pour sensibiliser les institutions nationales et locales et les groupes cibles sur ces questions.	"		"	TL	"		
		o Identifier les bonnes pratiques et des modèles d'intervention susceptibles d'inspirer des futurs projets en matière d'élimination du travail des enfants, en particulier ceux que les partenaires nationaux pourraient intégrer dans la mise en œuvre et les politiques nationales.	"		"	TL	"		
b.7.	Aspects spécifiques à aborder	o Comment la coordination du projet avec le CIRAF a contribué aux résultats du projet ?	"	documentation, entretiens	"	TL	"		
		o Comment le projet a-t-il intégré les enseignements tirés des projets CCP et GIG PPP mis en œuvre simultanément dans le pays ?	"	"	"	TL	"		
		o Identifier l'impact potentiel du projet au niveau national.	"	"	"	TL	"		
		o Identifier les leçons et les bonnes pratiques potentielles de la mise en œuvre de la communauté CLMS pour les reproduire et développer.	"	"	"	TL	"		
B. Thèmes Transversaux (comme identifiés dans les TdR ou suggérés comme résultat d'un travail initial)									

3. PLAN DE TRAVAIL

3.1. LES INTERVENANTS ATELIER FINAL D'ÉVALUATION

Tel que c'est spécifié dans les TdR, « *l'atelier* »

Les Participants : Les responsables de la gestion du projet, établiront avec le consultant de l'évaluation, la liste des possibles participants durant la semaine précédant la tenue de l'atelier. Ils procéderont ensuite à l'envoi des invitations aux différents participants. Chaque expert d'évaluation a établi une première liste avec les possibles participants que nous incluons en annexes.

Durée : L'atelier est prévu pour une durée d'autour de 4-5 heures, soit d'une demi-journée entière. Dans tous les cas, il est prévu qu'il démarre à la première heure du matin (8h30) et incluse une pause-café à la mi matinée et un déjeuner.

Description estimée du programme ;

1. Introduction par les autorités
2. Présentation de l'atelier
3. résumé de l'exécution du projet
4. résumé descriptif de l'évaluation et les activités menées
5. Présentation des premières conclusions par objectif et critère d'évaluation
6. Tour de parole et échanges structurés suivant l'ordre des points présentés
7. Résumé des interventions et propositions / recommandations reçues
8. Clôture

3.2. PLAN DE TRAVAIL

Nous présentons ici le plan de travail de l'équipe d'évaluation tel qu'il a été possible de le planifier avec la coordinatrice du projet durant la revue documentaire. Il risque donc d'être adapté par la suite, au cours de l'exécution de la mission. Nous le présentons en deux parties : un correspondant au tableau format prévu dans le modèle de rapport initial, complémenté avec un chronogramme qui figure en annexe.

Evaluation Indépendante Finale du projet "Création d'un environnement protecteur pour les enfants dans les régions cacaoyères de Soubré, Côte d'Ivoire"																																																																					
CHRONOGRAMME GLOBAL D'ACTIVITES																																																																					
Phase	Tâches	2 0 1 5																																																																			
		Octobre 2015			Novembre 2015				Décembre 2015																																																												
		sem 12-18	sem 19-25	sem 26-02	sem 02-08	sem 09-15	sem 16-22	sem 23-29	sem 30-06/12	sem 07-13/12	sem 14-20/12																																																										
		11	12	13	14	15	16	17	18	19	20	21	22	23	#	#	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	23	#	25	#	27	#	30	1	2	3	4	5	6	7	8	9	10	11	#	#	15	16	17	18	19	#
I. Préparation	Séance d'information avec l'OIT/IPEC (Unité d'Evaluation) Revue des documents liés au programme Briefing téléphonique avec IPEC EAI, le bailleur, IPEC Siège et le bureau régional de l'OIT																																																																				
II. Entretiens & visites de terrain	Voyage Europe-Côte d'Ivoire du Consultant évaluateur Entretiens avec le personnel et les partenaires du programme au niveau national Voyage Abidjan - Soubré Visites de terrain à Soubré, institutions, autorités, etc. Visites et rencontres avec des enseignants et d'autres Voyage retour Soubré - Abidjan																																																																				
III. Atelier de restitution	Continuation de rencontres niveau central Préparation de la restitution Restitution de la mission, partage des conclusions préliminaires Voyage retour Abidjan-Bruxelles du consultant																																																																				
IV. Elaboration rapport provisoire	Elaboration du rapport d'évaluation provisoire. Remise du draft du rapport provisoire																																																																				
V. Diffusion et commentaires au rapport provisoire	Distribuer le projet de rapport aux acteurs clés Compiler les commentaires des acteurs et les transmettre au chef d'équipe																																																																				
VI. Rapport final	Finaliser le rapport avec prise en compte des commentaires																																																																				

4. RESPECT DES GUIDES DE L'OIT ET SES FORMATS POUR LES PRODUITS DE L'ÉVALUATION

4.1. PRODUITS ATTENDUS PAR ÉTAPE

Le consultant se conformera aux prescriptions des TdR concernant les documents à produire dans chaque phase de l'EF. Il s'agira de :

Rapport Initial, donnant les éléments principaux de la méthodologie et l'organisation de l'évaluation. Durant la phase de revue documentaire.

Présentation atelier de restitution : Cette présentation proposera aux participants de l'atelier, les principaux constats trouvés par l'évaluation. Elle sera présentée après la visite aux zones d'action directe du projet.

Le rapport provisoire : Après la mission en Côte d'Ivoire, l'expert élaborera le draft du rapport d'évaluation. Le CE, avec les inputs reçus lors de la restitution, rédigera un rapport de l'évaluation suivant les directives des TdR et selon un format qui est proposé plus bas.

La procédure s'ajustera à ce qui est spécifié dans les TdR, soit : L'évaluateur soumettra un projet de rapport à l'IPEC EAI à Genève, qui transmettra une copie aux acteurs principaux pour observations. L'EAI de l'IPEC compilera les observations et les transmettra à l'évaluateur à une date convenue.

Le rapport final : Le rapport final, intégrant les observations sera soumis à l'EAI/DED de l'IPEC qui le transmettra, ensuite, officiellement aux acteurs, dont le donateur.

4.2. SCHÉMA PROPOSÉ DU RAPPORT D'ÉVALUATION

Il est entendu que ce schéma peut changer de façon significative lorsque les données sont collectées et des analyses effectuées.

1. Résumé exécutif

Contenant les principaux résultats, conclusions et recommandations et leçons;

2. Introduction

- - Brève description du Projet
- Antécédents et objectifs de l'évaluation
- Méthodologie employée dans l'évaluation
- Déterminants et limites de l'étude réalisée

3. Description des interventions analysées

- 3.1. Projet : Conception initiale- Description de son parcours
- Résultats clairement identifiés.

4. Critères d'évaluation

- 4.1. Conception
- 4.2. Pertinence
- 4.3. Efficacité
 - ✓ Tableau récapitulatif présentant les principaux résultats (ç.-à-d. les chiffres et résultats) atteints par objectif (attendus et inattendus) ; Analyse des valeurs atteintes des indicateurs du projet.
 - ✓ Appréciation globale sur l'efficacité du projet
- 4.4. Efficience
 - ✓ Globale (temps, personnel, budget)
- 4.5. Durabilité

4.6. Aspects spécifiques à prendre en compte

- ✓ Liens avec les autres projets et organisations, impacts au niveau national.

5. Conclusions

6. Leçons apprises

7. Bonnes pratiques potentielles

8. Recommandations

9. Annexes

- ✓ Termes de référence
- ✓ la Matrice des instruments d'évaluation standard (revue à l'aide de celle élaborée dans le Rapport initial)
- ✓ Agenda définitif de l'évaluation
- ✓ la liste des personnes interrogées
- ✓ Documentation consultée

Annex 3. Global agenda of the evaluation and interviewed people

Kindly note that annexes are only available in French which is the master language of the report

AGENDA MISSION D'EVALUATION DU PROJET PPP MARS Du 10 au 18 Novembre 2015				
Dates	Lieu	Horaire	Activités	Responsable
10/11/2015	Abidjan	17h	Arrivée du vol venant de Bruxelles. Rencontre avec Mme Koffi, responsable projet. Installation à l'hôtel.	
11-nov-15		8h30	arrivée au bureau BIT Abidjan	
		10 h - 10 h 30	Briefing sécuritaire	Consultant, CNP, M. Bakayoko FAMA
		11h - 12 h	Rencontre avec ICRAF	Avec Georges Brédou, coordonateur des actions V4C à Soubré
	Abidjan - Soubré	12h30 - 17h	Départ Abidjan -Arrivée à Soubré	Consultant, CNP
12-nov-15	Soubré	8 h - 9 h	Séance de travail avec l'équipe Projet	Consultant, CNP, AAF
		9 h - 10 h	Rencontre Autorités préfectorales de Soubré	Consultant, CNP
		10h15-11h	Rencontre avec International Cocoa Initiative-ICI	Donatien Awokou, responsable Soubré de la lutte contre le travail des enfants
		11 h30 - 12h 30	Séance de travail avec la DRSFFE - Visite du Centre de la Protection de la Petite Enfance de Soubré	Consultant, DRENET
		14h30 - 17h	voyage à Okrouyo, visite du Centre Social	Consultant, DRSFFE - Dir Okrouyo, Dir CPPE
13-nov-15	Méagui et Soubré	9h - 9h45	Rencontre avec les autorités préfectorales à Méagui	Consultant, CNP, Autorités
		10 h - 12 h	Séance de travail avec l'ONG Ivoire Service	Consultant, ONG Ivoire Service
		14 h30 - 15 h30	Séance de travail avec la DRENET	Mr Koné, chef de service communication et poinf focal du projet
		15 h30 - 17 h	Séance de travail avec l'ANADER	Consultant, avec Mr N'Doli, chef de zone ANADER et Denis Kouamé, responsable ANADER pour le PPP/mars
		17 h-17h30	Séance de travail avec Syndicat des enseignants	Consultant, responsables syndicat MIDD (Mr Koulibaly et Mr Soumahoro)
14-nov-15	Soubré	8 h - 18 h30	Visite des Plans d'Actions Communautaires (PACs)	Consultant, CNP, AAF, ANADER
		10h -	Village de Kragui (visite des champs cultivés par Ass Femmes - AGR)	Séance de travail avec autorités, leaders, Comité de Protection de l'Enfance, Association de Femmes, COGES de l'école
		12h30 -	Village de Dahili (visite du champs de riz -AGR Femmes	Séance de travail avec autorités, leaders, Comité de Protection de l'Enfance, Association de Femmes, COGES de l'école
		16h	Village de Annassou (échange à l'école)	Séance de travail avec autorités, leaders, Comité de Protection de l'Enfance, Association de Femmes, COGES de l'école
15-nov-15	Soubré	8h30 - 12h30	Séance de travail avec équipe projet	Consultant, CNP, AAF
	Soubré - Abidjan	12h30 - 18h30	Retour à Abidjan	Consultant, CNP, AAF,
16-nov-15	Abidjan	9 h - 11h	Séance de travail avec la DLTE	Consultant, aec Directeur DLTE, Mr N'Guettia et son équipe
		11h30 -	la Confédération Générale des Employeurs de Côte d'Ivoire (CGECI)	Consultant, Mr Eadouyou, chef dép. Questions Sociales
		12 h30	Rencontre avec Le Directeur Pays et l'unité programme	Consultant, Mr Dramane Haidara, Directeur du BIT Abidjan
		14 h30 - 15 h30	UNICEF	Consultant, Mr Sigui Mokié, Administrateur Protection de l'Enfant
		16 h - 17 h	Avec ex AT Projet CCP	Mr Boua Bi Sémien.
		17 h - 18 h	Débriefing avec Equipe PPP Mars	Consultant, CNP, AAF
17-nov-15	Abidjan	9 h -10 h	Préparation Atelier de restitution	Consultant, CNP, AAF
18-nov-15	Abidjan	9 h - 14 h	Atelier de restitution dans la salle de conférences du BIT	Consultant, CNP, AAF, Participants
19-nov-15		10 h - 11 h15	Rencontre avec M Robalé Kagohi	Consultant pour les nouvelles directives et protocoles
	Abidjan	11 h 30 - 12 h 30	Rencontre avec consultant chargé de la documentation des Bonnes pratiques	Consultant M Ouattara Pégabila
		14 h - 16 h	Séance de travail avec équipe projet	Consultant, CNP, AAF
20/11/2015	Abidjan-Bruxelles		Vol de retour en Europe	

Annex 4. ANADER actions table including the PAC activities

Kindly note that annexes are only available in French which is the master language of the report

Activités	Indicateurs	Objectif	Réalisation	Taux de réalisation	Commentaire
Un processus d'information et de sensibilisation des ménages, des leaders communautaires, des producteurs, sur la traite et le travail des enfants est mis en œuvre dans les 15 localités cibles du programme.	Nombre de séances de sensibilisation de proximité dans tous les villages noyaux du PA	15	15	100%	A cette rencontre étaient présentes la chefferie, les leaders communautaire, les chefs religieux, les leaders des mouvements de jeunesse et association de chaque localité
	Nombre de séances de sensibilisation et d'information des directeurs d'école, des enseignants, d'autres personnels de l'éducation et des comités de gestion scolaire	15	14	93,33%	Voie d'accès impraticable
	Nombre de diffusion de messages radios par mois, spots publicitaire sur les stations radios locales identifiées	90	90	100%	La diffusion se fait 3 fois par jour
Les partenaires sociaux, les autorités décentralisées de Soubré sont sensibilisées sur la problématique du travail des enfants	Nombre de séances de travail organisées avec les partenaires sociaux sur la mise en œuvre des PAC	01	01	100%	1prefet, 1 SG de préfecture 4 sous-préfets, 1 maire, 1 conseil régional, 1DRENET
	Nombre de séances de travail organisées avec le préfet, le sous-préfet, le maire, le représentant du conseil général la mise en œuvre des PAC	01	01	100%	1 ICRAF, 1 MSFFE, 4 ONG 1inspection du travail,
appuyer les communautés-cibles dans l'élaboration, la mise en œuvre et le suivi de leurs PAC ciblant la lutte contre le travail des enfants,	Nombre de communautés bénéficiaires appuyées à l'élaboration de plans d'actions(PAC) ciblant la lutte contre les pires formes de travail des enfants	15	15	100%	Les 15 localités prévues par le projet ont eu 1 PAC
Mettre en œuvre les initiatives des 15 PAC dans les communautés bénéficiant de l'appui de l'ANADER et d'autres agences compétentes	Nombre d'AGR mis en place	05	07	140%	06 groupements de femmes(200) en bénéficiant :Kragui-Krohon-Liagui-Dahili-Petit Beoumi-Raphaelkro 2-
	Nombre de tables bancs confectionnées	200	200	100%	06 écoles en bénéficiant :Krohon-Dahili-Konanblekro-Anassou-Ottawa-Petit Bouaké
	Nombre de jugements supplétifs établis	200	400	200%	400 enfants en bénéficiant

Activités	Indicateurs	Objectif	Réalisation	Taux de réalisation	Commentaire
	Nombre de classe achevé et équipé	02	02	100%	01 école en bénéfice à Anassou
	Nombre de classe construite	01	01	100%	01 école en bénéfice à Konanblekro
	Nombre de communauté assistée dans la recherche de financement pour la mise en œuvre de leurs PAC	-	-	-	5 projets montés pour la construction de cantine scolaire
Appuyer les groupes dans l'élaboration et la mise en œuvre de leurs plans d'action départementaux et sous préfectoraux	Nombre de plans d'action départementaux élaborés et mis en œuvre	2	2	100%	1 Soubré 1 Méagui
	Nombre de plans d'action sous préfectoraux élaborés et mis en œuvre	4	4	100%	1 Okrouyo, 1 Liliyo, 1 Oupoyo, 1 Méagui
Des sessions de renforcement des capacités des acteurs locaux sur le travail des enfants, le SOSTECI, les stratégies de prévention du travail des enfants, l'alerte précoce sur l'abandon sont organisées	Nombre de personnel de l'éducation (IEP, DRENET, APFC, Vie Scolaire...). formés	30	30	100%	1DRENET, 4 inspecteurs, 7 conseillers PP, 1 conseiller Coges, 1 APFC, 1 vie scolaire 15 directeurs d'école
	Nombre de COGES formés	30	30	100%	30 membres de COGES des 15 localités
	Nombre de personnel enseignant formés	30	30	100%	30 enseignants des 15 localités