



International Programme on the Elimination of Child Labour (IPEC)



International
Labour
Office

ARISE
ACHIEVING
REDUCTION OF
CHILD LABOR
IN SUPPORT OF
EDUCATION



WINROCK
INTERNATIONAL

Joint Independent Evaluation of
ARISE (Achieving reduction of child labour in
supporting education). A programme to
reduce WFCL in tobacco-growing
communities in Brazil and Malawi as
implemented by ILO and Winrock
International and Global component as
implemented by ILO

June 2014

This document has not been professionally edited.

NOTE ON THE REVIEW PROCESS AND REPORT

This Joint Independent Evaluation was managed by ILO-IPEC's Evaluation and Impact Assessment unit (EIA) following a consultative and participatory approach. EIA has ensured that all major stakeholders were involved throughout the review and that the review was carried out to highest degree of credibility, methodological soundness and independence and in line with established evaluation standards.

The review was facilitated out by a team of external consultants¹. The field mission took place in April and May 2014. The opinions and recommendations included in this report are those of the facilitators based on the views and perspectives of the stakeholders who participated in the review and as such serve as an important contribution to learning and planning without necessarily constituting the official perspective of the ILO or any other organization involved in the project.

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ILO projects	<p>Reduce WFCL in tobacco growing communities: Global Training component - GLO/11/52/JTI</p> <p>A Programme to Reduce WFCL in tobacco-growing communities in Malawi and Brazil, (A component of ARISE - (Achieving Reduction of Child Labour in supporting Education) - BRA/11/50/JTI</p> <p>Achieving Reduction of Child Labour in Supporting Education (ARISE) in Malawi - MLW/11/50/JTI</p>
Winrock projects	<p>A program to help eliminate child labour in tobacco farming in Rio Grande Do Sul, Brazil</p> <p>A program to help eliminate child labour among smallholder tobacco-farming communities in Ntcheu and Lilongwe Districts of Malawi</p>
Country	Brazil and Malawi
Duration	3 years
Starting date	October 2011
Ending date	December 2014
Project locations	Global, Brazil and Malawi
Project language	English and Portuguese
Executing agency	ILO and Winrock
Financing agency	JTI
Donor contribution	<p>USD 8'026'002</p> <p>USD 3'026'002 for ILO</p> <p>(USD 562'980 for the global component, USD 1'227'579 for Brazil and USD 1'235'443 for Malawi)</p> <p>USD 5'000'000 for Winrock</p> <p>(USD 2'388'236 for Brazil and USD 2'611'764 for Malawi).</p>
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Acronyms

AEPP	ARISE Employees Participation Program
ALP	Agricultural Labour Practices
ARISE	Achieving Reduction of Child Labor in Supporting Education
CBCC	Community-Based Child Care Centre
CBE	Complimentary Basic Education
CCC	Country Co-ordination Committee
CCLC	Community Child Labour Committee
CHOICE	Children's Opportunities through Investment in Community Education
CICOD	Circle for Integrated Community Development
CL	Child Labour
CLEAR	Child Labour Elimination Actions for Real Change (CLEAR Project)
CLFZ	Child Labour Free Zones
CLMS	Child Labour Monitoring System
CLU	Child Labour Unit (Ministry of Labour – Malawi)
CONAETI	National Commission for the Elimination of Child Labour (Linked to the Ministry of Labour and Employment) (Brazil)
CRAS	Social Assistance Reference Centre (Brazil)
CRECCOM	Creative Centre for Community Mobilization
DAC	OECD Development Assistance Committee
DBMR	Direct Beneficiaries Monitoring System
DC	District Council/Commissioner
DCLC	District Child Labour Committee
DDP	District Development Plan
DLO	District Labour Office
DPD	Director of Planning and Development
DSEP	District Socio-Economic Plan
DWCP	Decent Work Country Program (Malawi)
ECA	Children and adolescent statue (by its initials in Portuguese)
ECAM	Employers Consultative Association of Malawi
ECD	Early Childhood Development
ECLT	Eliminating Child Labour in Tobacco Growing Foundation
ECOAR	SCREAM program in Portuguese
EIA	Evaluation and Impact Assessment Unit (IPEC-ILO)
EMATER	Technical Assistance Service for Rural Extension Programs (Brazil)
FGDs	Focus group discussions
FEPETI	State Forum for the Elimination of Prevention of Child Labour (Brazil)
FNPETI	National Forum for the Prevention and Elimination of Child Labour (Brazil)
FSS	Family Support Scholarships
GCP	Growth Community Program (JTI)
GTP	Global Training Program
IABA	Integrated Area Based Approach

IAC	International Advisory Committee
IGAs	Income Generating Activities
ILO/FPRW	International Labour Organization. Fundamental Principles and Rights at Work
IPEC	International Program on the Elimination of Child Labour (ILO)
JTI	Japan Tobacco International
KPI	Key Performance Indicators
KYG	Know Your Grower (JTI Program)
MCTU	Malawi Congress of Trade Unions
MFS	Model Farm School
MGDS	Malawi Growth and Development Strategy
MTE	Ministry of Labour and Employment (Brazil)
NAP	National Action Plan
NASFAM	National Association of Smallholder Farmers
NGOs	Non-Governmental Organisations
NSC	National Steering Committee
OSH	Occupational Safety and Health
PCM	Program Coordinating Mechanism
PCT	Program Coordination Team
PETI	National Plan for the Elimination of CL - Brazil (by its initials in Portuguese)
PNAD	National Household Survey (Portuguese initials)
PPP	Private Public Partnership
PRONATEC	National Program for Accessing Technical Training (Brazil)
REFLECT	Regenerated Freirean Literacy Through Empowering Community Techniques
RGS	Rio Grande do Sul
SCREAM	Supporting Children's Rights through Education, the Arts and the Media
SMART	Indicators: Specific, Measurable, Achievable, Relevant and Time-bound
SNAP	Support to National Action Plan Project
TA	Traditional Authority
TEVETA	Technical Vocational and Entrepreneurship Training Authority
ToR	Terms of Reference
TPR	Technical Progress Report
WFCL	Worst Forms of Child Labour
WI	Winrock International
WWW	What, Who and When
YECE	Youth Empowerment and Civil Education

Executive summary

Presentation of the evaluation exercise

This document represents the final evaluation report regarding the Program “*ARISE Reduction of Child Labour in supporting Education (Global, Brazil and Malawi)*” (thereafter, the Program) which has been managed and implemented by a consortium of three organizations: the International Labour Organization (ILO) via its International Programme for the Elimination of Child Labour (IPEC), Winrock International and the Japanese Tobacco International (JTI). The evaluation began on the 10th of March 2014 with the desk study phase, and this was in turn followed by the field work phase which included visits to both countries: to Malawi between the 21st of April and the 5th of May and to Brazil between the 7th of May and the 21st of May. In each of the countries, this latter phase culminated with a National Workshop organised with the aim of presenting and discussing the preliminary results gathered. This document constitutes a consolidation of the field work in both countries. The evaluation has been carried out by a team of three members: one team leader and one national consultant for each country and it has been managed by the Evaluation and Impact Assessment unit (EIA) of ILO/FPRW/IPEC.

Description of the ARISE Program

The ‘Achieving Reduction of Child Labour in Supporting Education’ (ARISE) Program forms part of a JTI strategy to contribute to eliminating child labour in its global supply chain. ARISE’s role within this strategy is to “*address the social and economic factors that drive small-holder tobacco farmers to engage children in hazardous work*”. The Program has taken a holistic approach to involve the community in a common effort to prevent and eliminate Child Labour (CL). This is ensured through: 1) improvements in education, opportunity and awareness; 2) fostering economic empowerment for tobacco-growing communities; and 3) promoting an improved regulatory framework for the reduction of CL. These are known as the “Three Pillars” of the ARISE Program and they are being implemented in Malawi, Brazil and Zambia. Besides these, the program includes a “Global Training Program (GTP)” whose aim is to strengthen the capacity of JTI staff to achieve the objective of reducing and progressively eliminating CL in JTI’s tobacco supply chain.

ARISE is promoted and funded by JTI and operates through a partnership between the three organizations mentioned above. The following is a brief summary of the type of activities the each organization has carried out in each country:

- **Winrock International activities in Malawi:** Awareness raising on CL issues, Model Farm School (MSF), Women Agribusiness Groups, Start-ups, Family Support Scholarships (FSS), After School Activities, support the set-up and follow-up of the Community Child Labour Committee (CCLC) under ILO’s supervision and guidance, other Community Led Initiatives.
- **Winrock International activities in Brazil:** Awareness raising, After School Program, Women Agribusiness Groups and Model Farm School.
- **ILO activities in Malawi:** (i) Direct Action: Set up of Community and District CL committees and its further monitoring, establishment of community based CL systems, vocational training, apprenticeships, awareness raising, income generating activities (IGA), entrepreneurship and credit, occupational safety and health (OSH), empowerment through organization; and (ii) Improving regulatory framework.
- **ILO activities in Brazil:** Awareness, learning environment, strengthening of the rights guarantee system/network, occupational safety and health, improved regulatory framework.

In order to ensure the coherence of the whole operation and obtain synergies between the individual projects at country and local levels, all parties have opted to establish a Program Coordinating Mechanism (PCM) at the international and country levels. The PCM is composed of three main entities: 1) The International Advisory Committee (IAC), 2) The Program Coordinating Team (PCT) and 3) the Country Coordinating Committees (CCC).

The total cost of the Program is USD 8,026,002 of which a total of USD 3,026,002 for ILO (USD 562,980 for the global component, USD 1,227,579 for Brazil and USD 1,235,443 for Malawi) and a total of USD 5,000,000 for Winrock (USD 2,388,236 for Brazil and USD 2,611,764 for Malawi).

Methodology applied in this evaluation

Generally, the methodology is constituted by a judicious combination of quantitative and qualitative techniques. A particular emphasis is placed on the latter, given that the majority of the objectives and results pursued by the Program are based around the strengthening of capacities – something for which qualitative approaches are judged to be more adequate. This has resulted in the specific application of the following six tools: document reviews, semi-structured individual interviews, group discussions, focus groups, direct observation and questionnaires. The evaluation team considered these to be tools that are easily applied, and which would allow for information to be obtained and analysed in relatively short amounts of time – a requirement for this evaluation. It is important to note that the methodological approaches applied have been somewhat challenged by the need to combine the individual analysis of each individual project with the desire to obtain a picture of the performance and impact of the Program as a whole. The main tool applied for this purpose has been the matrix for the criteria and evaluation questions. To develop this, a double-entry matrix was created in which every one of the criteria is broken down into information needs and indicators, along with the tools to be used for the information collection process. In this way, an effort has been made to capture and systematise all of the information that the evaluation team deemed relevant within a single document.

Findings

Relevance: The program has responded to the real needs of an extensive and varied list of the beneficiaries and stakeholders, both individuals and institutions, at the policy level and at the direct or targeted action level. It has managed to break through different political and ideological sensibilities and promote a constructive dialogue around the sensitive issue of CL in the tobacco supply chains. The Program has clear linkages with national policies and plans in both countries and it has lent continuity to the efforts against CL already in motion. In some cases, it has supported the development of those national policies via the replication of models, the empowerment of local structures and the provision of technical assistance for debates on crucial issues, (mostly the case of Malawi). In others, it has mediated the effective implementation of those policies and the promotion of a dialogue around specific CL issues in the family-based agricultural sector (mainly Brazil). The fact that the Program is part of JTI's broader strategy – to the extent that it helps to maximize the impact of JTI's extensive presence in the field – plus the inclusion of a Global Training Program (GTP) are also highly valued by the evaluation team. The Program has enabled the set-up of a broad partnership that brings together a wealth of expertise from a range of organizations at the national and international level. It reflects in itself a rather positive confluence of institutional goals and it is built on sound technical foundations.

Design: It is difficult to assess the design of the ARISE Program as a whole since there is no a consolidated Project Document against which to make this assessment. Precisely, it has been found that the set-up of the Program has shown some problems mainly related to the difficulty of harmoniously integrating four different projects that had been designed following different protocols but targeted the same population (2 in each country). This finding, however, concerns the joint design and do not evaluate each organization's own design protocol. The absence of a common protocol and a collective moment of design have been raised as the main reasons to explain the shortfalls of the Program in this regard: i) A baseline that was not focused on the information needs of the Program, which in turn had successive effect on the follow-up of outcomes and impacts; ii) The presence of

elements or actions that were not always adequate to the reality of the country, especially in the case of Brazil; iii) Confusion regarding the definition of roles and the distribution of tasks among the partners; iv) Gaps in the definition of some instruments and management tools; v) Problems with the synchronization of schedules; vi) Some issues concerning the selection of areas and communities for intervention; and vii) Inaccuracies in some project budgets mainly an overestimation of needs.

Implementation and delivery of products and services: The evaluation has observed that the above mentioned points conditioned the subsequent execution of the Program to differing degrees. However, thanks to the extensive experiences and commitment of the different teams, these issues have not had critical consequences. The Program has managed to deliver a broad list of products and services in spite of the shortfalls of the design and in compliance with the expected standards of quality and quantity. The performance of the Program at the different territorial levels (communities, municipalities and districts) has been highly satisfactory in each of the three pillars.

1. The Pillar on Education and Awareness has in all cases achieved a high degree of success. The activities have helped to fill significant gaps and the Program has been flexible and adaptive in order to meet the real needs and demands of the target groups. It is also important to highlight the efforts to introduce the CLMS in Malawi.
2. Under the Economic Pillar, a wide list of services (training, start-ups and technical assistance) has been delivered. The level of satisfaction expressed by the members of the community regarding this component is equally high. It is observed, however, that the activities within this Pillar have had a greater impact on generating enthusiasm and changing socio-cultural paradigms - particularly in connection with the role of women in the economic activity - than on providing economic alternatives.
3. With regards to the Regulatory Pillar it may be said that in both countries significant efforts regarding the construction and execution of plans and policies have been made. The receptiveness and openness to collaboration of the communities and institutions is considered to have been extremely high.

Finally, in relation to the Global Training Program (GTP), ARISE has set in motion an interesting line of work which, even if yet to materialize into a methodology with more concrete products (to this date, only one training event has taken place), is judged to have serious potential to become key components of future PPPs.

Governance and Co-ordination: Along the implementation process some issues were reported concerning Co-ordination. Some of them could be considered common problems for an intervention of this nature and there are grounds to believe that most will resolve themselves via dialogue and reflection on the practices. Others, however, might reflect deeper structural problems regarding the governance structure and the terms and conditions that sustain the partnership. Managers and technicians were able to produce plausible interpretations about the strengths and weaknesses of this arrangement. On the strong side, the opportunity to build an innovative and synergetic venture around the extensive wealth expertise brought by the partners. On the weak side, the overlapping of functions and the difficulties to optimize resources and the materialization of the potential synergies. The evaluation has observed a sharp division of opinions about which side prevails. For one sector, the partnership represents in itself a comparative advantage, albeit susceptible to improvement. For another sector, the triangular partnership in its current format does not have the capacity to properly exploit the comparative advantages of the partners because those advantages have not been properly identified and articulated. In general, it has been observed that the Program Coordination Mechanism (PCM) has not been fully effective in fulfilling its mission and is somehow blocked by its member's institutional constraints.

Monitoring Systems: Concerning the monitoring of Direct Beneficiaries there has been a discussion which has not been fully resolved. **In the case of Brazil**, the concept of 'withdrawal' has been practically discarded, on the basis that, given the specific context of Rio Grande do Sul, it is one that is particularly difficult to verify. The concept of prevention has been kept, however it is not clear

whether the measurements are necessarily being carried out over a vulnerable cohort. The proposal which has been put forward is to use concept of “reduction”, but the criteria to measure that reduction have not been defined yet. **In the case of Malawi**, it has not been possible to use a common system and on the whole the picture is one of fragmentation. The evaluation team believes that the DBMR applied by ILO in previous interventions and which had the endorsement of the Ministry of Labour should have been the only model applied. A stronger dialogue between the three partners around the issue at the beginning of the process would have been desirable, together with the corresponding budgets allocations.

Regarding the monitoring of the outputs, outcomes and impacts, the Program has a significant gap, especially in relation to the last two categories. Again, this was likely associated with the deficiencies in the design process. The use of the Integrated Logical Framework for each country as a management tool or for monitoring purposes has been unequal and therefore it has not served as a tool to integrate the ARISE diversity. ILO’s protocols contemplate the use of Log frame as a basis for planning and monitoring and, as a matter of fact, it can be observed that the ILO’s Technical Progress Reports (TPR) follows the Log frame structure. In any case, the evaluation team believes that, with slight differences between ILO and Winrock International, the Logical Frameworks designed were not fully appropriated by their respective technicians and managers and this has limited their use and application. In some cases, these were deemed not to respond to minimum standards of quality and in others they were not considered to contain adequate proposals.

Effect and impacts triggered by the program: Despite the shortcomings of the Monitoring System concerning outcomes and impacts, the evaluation has been able to identify a series of dynamics in the geographical areas of intervention that can reasonably be attributed to the activities of the Program. The qualitative assessment carried out by the evaluation team was able to identify impacts in the following areas: i) Engagement in education; ii) Awareness about CL and its risks; iii) Other changes in cultural and socio-economic paradigms; iv) Income and job opportunities; v) Empowered communities; and vi) Institutional and regulatory framework. Similarly, the data, opinions and other information gathered by the team attest to a trend of reduction in CL in the tobacco growing communities which have been served by the Program. The data and testimonies are perhaps more telling of this in Brazil, although this trend is more or less present in both countries. As is to be expected, there have been other factors that have contributed to such a situation of reduction, however the evaluation team believes that the contributions of the ARISE Program are nonetheless significant.

Some of the respondents described the Program as a “High Impact-Low Scale” intervention and the evaluation team fundamentally agrees with that description. Indeed, most of the information gathered during the field work stage points to the conclusion that the combined formula that the Program has applied in each case has yielded good results to those local communities and expanded areas that have directly benefit from its actions. Some questions might be raised concerning the cost-effectiveness and the scalability of the model, particularly in Malawi where the juxtaposition of the ILO and Winrock International packages has resulted – from the evaluation’s point of view – in an over-comprehensive package. Apart from these questions however, there is no doubt that the ARISE program has had a substantial impact on those communities where it has intervened.

Recommendations

This section has been divided into general recommendations for the ARISE Program as a whole and others for each of the projects.

A. General recommendations for the partnership:

1. **Concerning the terms and conditions of the partnership.** To carry out a specific self-review of the terms and conditions of the partnership. There are some crucial questions to be addressed to unblock some of the governance and coordination issues which have been raised. First, the partners should clarify their expectations towards the partnership

arrangement: is it possible to merge and/or integrate the respective models in an attempt to define the ARISE own model? Or the only realistic scenario is to use ARISE as an umbrella for the coexistence of four/five independent projects? If the answer is pro integration the next set of questions to address will be: which are the comparative advantages of one or the other, where and how synergies/collaborations could be achieved, possible distribution of roles and target groups, which are the appropriate management/coordination styles and mechanisms. The evaluation has detected certain felling of fatigue and mistrust towards the partnership which should be sorted out before looking into the management technicalities. The governance structure leaves room for improvement but the evaluation assessment is that this might not be necessarily the key element to move forward. The key element, from the evaluation point of view, has more to do with the situation of paralysis or institutional stagnation that the PCM find itself in.

2. **Concerning the management of complexity.** Complexity requires a judicious combination of strategic and adaptive management. In this case – perhaps because of the innovative nature of the experience – that difficult balance has not been fully achieved and the idea of constructing the strategy along the process of implementation has been the approach that has prevailed. In an intervention as extensive as this, with many elements of diversity involved, there is a need to reinforce those preparatory phases and practices that help in the integration of those differences.

7.1. In this line, it is proposed to establish some common protocols, routines and benchmarks for design, monitoring, and reporting. Those protocols should push towards a more unified design process in each country and require some sort of standardization regarding the tasks, the timing and the outputs expected of this process. Still on the design process, it seems important to clarify what the purpose of the baseline would be and what structure the project monitoring system would take. As for the monitoring of the Direct Beneficiaries, the suggestion is the use of the ILO/DBMR as the default system. Reporting is another area that could be standardized, particularly the format of the annual report that is different for each partner. The management of sustainability is another area that might need a common frame in terms of the analysis and tools to be applied. In general, the evaluation team believes that the development of the protocols and procedures should contemplate reinforcing the use of the Logical Framework and its associated methodologies.

7.2. In order to break through this blockage and more generally aid in the management of complexity, the figure of a technical advisor or a technical unit could be an alternative way forward to provide an external figure with some technical authority to deal with the complexity which has been described before.

3. **Concerning the design process.** To dedicate a specific amount of time (typically 2-4 months) and resources to apply a specific design methodology that includes all of the standard stages and tasks of this process. JTI could take on a coordination and leadership role at this point in order to encourage the construction of a common design itinerary which leads to a common Project Document for each country. This should not be to the detriment to the technical autonomy of Winrock International and ILO; however it is clearly necessary for somebody to coordinate, synchronize and facilitate the process and ensure that the different tasks carried out and the products resulting from them can be integrated into a common design. The partners might have to show some flexibility concerning their own protocols if they really mean to go through this integration process.
4. **Concerning the monitoring system of the whole Program.** The following are some suggestions:
 - The anticipation of the sequence of effects that the program aimed to trigger through its various actions is deemed hugely important. This would help to identify the areas/aspects to follow up on as well as the milestones that may be used as a reference points. It is not

considered advisable to create many different subsystems of indicators. The Key Performance Indicators should be those included in the Log frame.

- Another possible improvement in the monitoring system would be to articulate a bigger involvement of the JTI Leaf Technicians. If provided with a framework (points that they could pay attention), the Leaf Technicians could become an invaluable source of information. In general, the Program should explore the different options at hand to benefit from the extensive presence of JTI in the field.
 - Another possibility that could be considered is the outsourcing of the monitoring tasks at least to set up and test the system. In the long run, the monitoring activities should also fit into the routines of the local structures. This could be extended to include exercises of reflective practice, such as a developmental evaluation method that normally includes formally facilitating sessions with those involved and affected by the initiative in order to record their experiences and future prospects.
5. **Concerning the concept of Child Labour Reduction.** It would be important to draw up some criteria in order to better define the concept of ‘reduction’ and thus be able monitor its progress. As hinted in this document, one way to do this would be to consider the number of hours worked weekly via a mini-survey which is repeated periodically.
6. **Concerning the implementation arrangements in each country.** There should be an analysis to establish the most cost-efficient formulae through which to ensure the program’s continuation in each country.

7.1. In the case of Brazil, the Program could contemplate the possibility of decentralisation in the medium-long term. ARISE Brazil would operate with greater autonomy in terms of timing of the processes and would establish a different relationship with ARISE International, one based more on Horizontal Cooperation.

7.2. In the case of Malawi, where the division of roles and tasks according to the traditional distinction between the policy level and direct action level is not as clear-cut as it is in other regions, a geographical division of the areas of action between ILO and Winrock International could be established, looking for ways to still maintain some elements in common, for example, most aspects of the design still could be a joint exercise. This would probably be the most straight forward option, however if partners still want to go for a more integrated model, it is recommended that an in-depth analysis is carried out in order to determine exactly where synergies and complementarities between models could be achieved. Some of the stakeholders have expressed a particular scepticism about the possibility of finding out an effective and harmonious formula for complementation that is based on previous (even if failed) attempts. Overall however, the evaluation team believes that the experience of this first phase might provide valuable inputs for the identification and fine tuning of that formula.

7. **Concerning the expansion or scale-up.** There is a high degree of consensus on the role of ARISE more as an initiative for generating models than as an instrument for direct elimination. The way to carry out this role is fundamentally via the propagation of the model developed rather than of the Program itself. As an instrument of direct elimination of CL, the Program cannot really be expanded much further. Rather, the Program’s most viable future lies as the catalyst of different dynamics through which it can auto-replicate its proposals. This general idea is common to both countries but it is expressed differently in each case.

7.1. In Brazil, the stakeholders refer to the expression “articulating public policies” in asserting that the key for the future will be to mobilize public actors to take on the model proposed by ARISE. Once a model has been tried and tested at the Municipal level and yielded satisfactory results, the emphasis must be placed on the negotiation with said Municipalities in order to support them, in such a way that the

ARISE model ceases to be a patent of the ARISE Program and becomes a 'good practice' of local institutions. The expansion must follow a broad strategy and not merely respond to the specific requests of communities, departments and municipalities. The possibilities are not limited to the Municipalities. The political and institutional framework of the country is very broad and the articulation could work with other institutions that are active in the Tobacco Growing Communities: the State Secretary for Agriculture, the Ministries for Education and Health, the tobacco industry etc. There is a diverse range of institutions that could form part of the negotiations to expand the various elements of the model. A comprehensive and well-designed communication strategy to embrace all these elements seems to be must for the next phase.

- 7.2. Malawi: In the case of Malawi the dimensions and possibilities are obviously different but the principles remain the same. It is considered important to establish the Educational Pillar as the base of the Program and use the education network to disseminate the ARISE model and proposals. As per a previous recommendation, the economic pillar is also a key pillar for the strategy against CL and future debate should include the balance between the two. The issue is discussed in section 2.1.2.1 where some of the arguments for giving precedence to the Education Pillar are presented. This does not however entail discarding elements pertaining to the other pillars, with the Regulation Pillar in particular retaining its cross-cutting character. In general however, it is believed that the ARISE strategy could place more focus on using the school/education in general as an entry point. The selection of villages, Traditional Authorities (TAs) or districts should be also based on the possibility of achieving synergies or linkages with other programs (mainly Government and UN). Some suggestions have already been made, such as the UNICEF country Program or the School Improvement Program from the Ministry of Education. This would help in optimising the use of resources and in enhancing the possibilities of further mainstreaming.

In both cases, the Program should further explore the possibilities of obtaining more benefits more from JTIs extensive presence in the field. Embedding practices against CL into the JTI structure is a sound sustainability strategy.

8. **Concerning systematizing the experience.** In relation to the previous idea of generating models, it would be very important for Winrock International and ILO to carry out a compilation/systematisation of the experience. The evaluation team believes that it is very important to avoid the dispersal of the methodologies and materials used. For this, a kit with manual procedures, guides and materials is suggested, which would culminate with the development of a video showing the main features of the ARISE model.
9. **Concerning dialogue with the tobacco sector.** The Program is generally considered to represent an important instrument for the dialogue and debate on CL and other issues associated with the tobacco sector. Once again, this sector is structured and organised differently in each of the two countries. Sharing lessons and involving other actors of the Tobacco Sector in some of the activities could be another way of spreading the message and the proposals resulting from the ARISE program.
10. **Concerning the GTP Methodology.** With regards to the GTP, the recommendation would be to complement the on-going dialogue and the organisation of training events with a methodology that is more refined in terms of organisational development, in this case JTI's. The process is supposed to begin with the development of skills but it should be followed by changes in practices and improvements in performance.

The recommendations for the different partners are presented in a very synthetic manner:

B. For ILO - Brazil:

11. It would be necessary to carry out a legal assessment of the concept of Child Labour reduction, with a view to determining the compliance with Brazilian law.
12. Awareness activities with more emphasis on what is legally acceptable/fits within the law
13. Constructing concrete proposals for an apprenticeship model in rural zones that takes into account the complexities of the family sector.
14. To promote and agreement at state level in order to make progress in the effective application of childhood/youth policies in the rural municipalities
15. To explore the possibilities of applying good practices for the implementation of the PETI program from previous ILO-supported Action Programs in the country such as “*Conhecer e Agir*”.

C. For ILO - Malawi:

16. Diversification of vocational skills. Given the size of the area and the large number of beneficiaries being trained, the saturation point of the market may affect the feasibility of the businesses.
17. More focus should be put on capacity building of DCLCs, CCLCs. Committee members still feel themselves fragile and dependant of ILO support.
18. In coordination with Winrock International, there is need for a thorough analysis and/or survey to assess the impact of the activities under the economic pillar.
19. Likewise, the potential of the Outlet Services to become sustainable initiatives should be further analysed and documented.
20. The project should strengthen linkages with relevant existing programmes but in particular, and provided the ILO team agrees with the evaluation arguments, with those being implemented in the educational sector.
21. Some specific measures, such as copying summary reports to the Ministry, could be considered to fix communication gaps that were reported.

D. For Winrock International - Brazil:

22. There is a need to make some forecasts concerning the budget expenditures and to study alternatives for reallocation of the under- spent items.
23. To advocate for the transformation of the Agricultural of Centre Arroyo do Tigre into a regional reference for Rural Technical School of excellence for youth in the Region.
24. Liaising with the “More Education Program” (*Mais Educação*) seems to be the most feasible route to achieving the continuation of the After School activities. However, there is a need to study other alternatives of fund raising in the vicinity, including school-led initiatives.
25. To conduct some sort of previous assessment in order to establish the degree of vulnerability of the children/youth before they are considered prevented.

E. For Winrock International - Malawi:

26. Seriously consider the possibility of applying the DBMR model used by ILO for the registering of direct beneficiaries.
27. In general, the monitoring system has to be reorganized. It needs more focus on valuable information. There are a lot of data with no clear purpose.

28. In coordination with ILO/Malawi, there is need for a thorough analysis and/or survey to assess the impact of the activities under the Economic Pillar.

For JTI:

29. To consider a move from two bilateral agreements to one comprehensive tripartite agreement which should include a clear definition of roles and commitments for the partners.
30. In each respective country, JTI could explore the possibilities of involving other actors of the tobacco sector: disseminating the experience, showing the model, promoting sponsorships and exploring the share of information and other common interests. It might be advisable to develop a comprehensive communication strategy for this purpose.
31. The selection of countries to be included in a Program of this nature might require an ex-ante evaluation to establish that some minimum conditions are met
32. Procedures and co-ordination: Take a more active role in setting procedures.

Lessons learned

1. The effective realization of synergies in a partnership such as ARISE requires a number of conditions to be met. Firstly, there should be trust in the partnership arrangement; respect towards other partners' competences is not enough. Secondly, there must be some preliminary complementarities between the partners and secondly a pro-active approach for the search for these synergistic effects. The comparative advantages should be identified and acted upon in a clear and decisive way.
2. The execution of an extensive program of this kind, with so many elements of diversity within it, requires a specific moment for discussion and in-depth analysis between partners and stakeholders.
3. Stalemate situations are likely to come up in PPPs as extensive and complex such as this. In order to unblock those situations the participation of an "arbiter" or "decider" might be necessary. Occasionally, that role can be played by an external figure.
4. The goal of integrating realities as different as Malawi and Brazil under a single action framework could require the application of new scheme that is closer to Horizontal Cooperation formulae. Under this scheme, each country develops its own model and the Program serves as channel to facilitate the exchange of experiences and to follow up on the effectiveness of this exchange.
5. The Education pillar, due to its capillarity and stable presence in communities, could be rethought as the foundational pillar on which to build the ARISE program strategy. The economic Pillar might take a second level of precedence for complementary and/or motivational purposes. The regulatory Pillar could be considered a cross-cutting theme.
6. The GTP is an innovative and ambitious initiative but the realization of their objectives might require of developmental organization methodology with a stronger focus on change.
7. Actions targeting groups of young people and women constitute a key element of any strategy that seeks to address the problem of child labour in the agricultural family sector.
8. Mainly in Brazil, the lack of training alternatives and of technical courses in agriculture facilitates early and unprotected work in family farms. An adequate technical training in agriculture for youth helps to bring about innovation to the family farms, increase safety and health and prevent the rural exodus.
9. The awareness of families based on Health and Safety issues represents a valid strategy to avoid cultural rejection of the message against CL.

Good Practices

1. The permanent commitment to internal and external dialogue as a way to raise awareness, open spaces for debate, draw lessons and ultimately promote change around the Child Labour issue.
2. The construction of intervention models founded on previous experiences.
3. The development of actions conducive to the insertion of some elements of the ARISE model into the routines and practices of existing structures. This has been done, for example, through the instruction of Leaf Technicians from other tobacco companies (Brazil in partnership with Sinditabaco and Malawi) and the training of council officials from other municipalities (Brazil).
4. The involvement of the JTI Leaf Technicians in the training, discussions and potentially in the monitoring activities.
5. In general, constructing the processes from existing resources: human, technical and material. Even when existing networks and programs have significant weaknesses, seeking to strengthen them would represent an investment into the future and a guarantee that the Program is acting in accordance with local paces and priorities.
6. In the case of Malawi, the empowerment of local actors and partners (MCTU and ECAM) in the advocacy work.
7. Including content to the after school activities with some meaning or added value for families. In the case of Brazil, this has served to gain their confidence and commitment.
8. Programming courses of interest to the male group in the Brazilian case has served to break resistance to the program.

Section 1. Introduction

1.1 Presentation of the evaluation study

1. This document constitutes the final document of evaluation report regarding the Program “ARISE Reduction of Child Labor in supporting Education (Global, Brazil and Malawi)”. The Program² has been created and it is being managed by consortium of three organizations: the International Labour Organization (ILO) via its International Programme for the Elimination of Child Labour (IPEC), Winrock International (WI) and the Japanese Tobacco International (JTI). The first two of them (ILO and WI) acting as the implementing partners and the third one, JTI, as donor and management partner. The Program began in September 2011 with its planned conclusion on December 2013, but this timeline has been eventually extended for one more year, up to December 2014. The Program activities are being implemented by the ILO and WI in three countries: Brazil, Malawi and Zambia³, although the evaluation focuses only in the first two, plus the so called “Global Training Program (GTP)” implemented by the ILO which aims at strengthening JTIs staff members capabilities.
2. The evaluation began on the 10th of March 2014 with the desk study phase, and this was in turn followed by the participation of the evaluation leader in the ARISE team building workshop Cape Town (South Africa) between the 18th and 20th of March and the field work phase which included visits to both countries: to Malawi between the 21st of April and the 5th of May and to Brazil between the 7th of May and the 21st of May. In each of the countries, an extensive list of consultations was conducted including managers and technicians from the partners organizations, national, provincial/state and district government representatives, managers and technicians from implementing agencies, representatives of employers and worker’s organizations, managers and technicians from other involved/interested programs, direct beneficiaries (boys/girls, adolescents), other beneficiaries or target groups (mothers/fathers, teachers), representatives from civil society organizations (UN, NGOs, associations, etc.), community structures and local committees. More details about the number of people consulted in each group can be found in Annex IV. The consultation period culminated with a National Workshop organised with the aim of presenting and discussing the preliminary results gathered. The agenda and list of participants at these workshops are included in annexes VI and VII. After the circulation of a first draft among the stakeholders for their review, this is the final document and constitutes a consolidation of the analysis carried out in the two countries as well as the GTP.
3. The evaluation was executed by a team of three people: José María Álvarez who acted as team leader and was therefore responsible for this consolidated report. George Vilili and Ricardo Caldas who acted as National Consultants for Malawi and Brazil respectively. A brief summary of their respective CVs is included in the Annex XIII. The management and supervision of the evaluation has fallen under the responsibility of the Evaluation and Impact Assessment unit (EIA) of the International Program on the Elimination of Child Labour (FPRW/IPEC) from ILO.
4. This document is organised into four sections. The first section outlines the evaluation structure, it presents a description of the different contexts within which the Program is being executed, the legal frameworks and the processes in each case. The second section contains an analysis of the evaluation criteria and questions set by the ToRs: Relevance, Design, Achievements,

² It is important to note that in this report the term Program will be used to refer to ARISE as a whole, including both countries as well as both implementing agencies. Individual actions executed by ILO and WI either in Brazil and Malawi will be referred as “projects”. Strictly speaking, the Global Training Program (GTP) even if referred as a Program, it is considered a project by this report.

³ ARISE Zambia has been incorporated at a later moment and therefore, due to the early stage of the implementation there, it’s not being considered in this joint evaluation study.

Implementation, Governance and Monitoring processes, Potential Impact and Sustainability and other specifics aspects. It must be pointed out that, while the evaluation team has tried to address most of the questions of the TORs the field work has served to identify those themes and issues of particular interest for most of the managers and stakeholders. Therefore, in order to avoid the rigid and strict format of presenting direct answers to the evaluation questions, it has been decided to structure the presentation of the analysis in accordance with those themes. This is expected to be much more telling and revealing for most of the stakeholders. In the third section the conclusions and recommendations are presented, and finally the last section exposes the main lessons learnt and equally the good practices emerging from the different projects and for the Program as a whole. Other relevant data or information of interest are incorporated as annexes: ToR, the evaluation matrix, itinerary and list of people contacted, statistics of people contacted and tool applied, criteria used for the application of gathering tools, list of participants in National Debriefings, list of documents consulted, notes, guides and questionnaires applied, summary of achievements for each country, questionnaires results and brief description of the evaluation team profile.

1.2 Background and description of the Program

1.2.1 Background of the issues tackled by the ARISE program.

5. It is important to emphasize that, according to ILO Global estimates and trends 2000-2012 there are around 168 million children (5-17 years) working in the world. This means that 11% of all child population is involved in some kind of work, of which more than half (85 millions) in dangerous or risky situations. The good news is that CL has been decreasing constantly. From 2002 to 2012 there was a significant decrease from 245 million in 2002 to 168 million in 2012. This represents a decrease of 78 million children or a reduction of around 1/3.
6. Latin America and Africa do by no means escape this reality. The figures from the ILO show that in Latin America and the Caribbean States there remain close to 14 million children in work, equivalent to approximately 10% of children and adolescents in the region. Of those 14 million, 9 million carry out work which is considered to be dangerous, equivalent to roughly 7% of children and adolescents in the region⁵. The situation in Africa is even more worrying since the region faces persistent challenges of widespread and extreme poverty, high population growth, the AIDS pandemic, recurrent food crises, and political unrest and conflict. The latest ILO estimates indicates that the continent has the greatest incidence of children in economic activity – 28.4 per cent of all 5-14 year-olds, compared to 14.8 per cent for Asia and the Pacific and the above mentioned 10 per cent for Latin America. In absolute terms, there are 58.2 million children working in the same age group. A quarter of children ages 5 to 17 are also in CL slated for abolition. 38.7 million Children ages 5 to 17 are in worst forms of CL (hazardous work).
7. The two countries in which the Program takes place exhibit different levels of incidence.

1.2.1.1 Child labour in Brazil: an overview

8. In Brazil, initiatives to fight CL started in the early 90s and one of the first steps was to recognize the very existence of the problem. There is a consensus that although CL always existed in Brazil, it only became more apparent in the Brazilian society in the mid-1990s. Some of the main factors driving the problem in the country have been described in the following terms:

⁴ All data comes from ILO. Making progress against child labor: Global estimates and trends 2000-2012. International Labor Office, International Program on the Elimination of Child Labor (ILO/FPRW/IPEC). Geneva: ILO, 2013 or from <http://www.ilo.org/ipec/lang--en/index.htm#a1>.

⁵ Idem.

- a) Cultural acceptance of CL, mainly in Brazil's South Region⁶;
 - b) Production viability: Farmers say that CL is important to make their properties viable and profitable;
 - c) Historical features: Some crops have used CL for several decades;
 - d) Inadequate education: Educational services have been poor in rural areas;
 - e) Denial: Local communities, particularly the rural ones, have traditionally denied the presence of CL in their productive practices.
9. Since then, the Government of Brazil has consistently shown commitment and effort towards the elimination of CL as evidenced by the following facts:
- a) Approval of new 1988 Constitution with rights for Children (in its article 227)⁷;
 - b) Approval of Statute of Children and Teenagers, in 1990.⁸ (ECA by its initials in Portuguese)⁹, which limited – but did not forbid – CL;
 - c) Ratification of ILO Minimum Age Convention, 1973 (Nº 138) in 2000 and ILO Worst Forms of Child Labour Convention, 1999 (nº 182) in 2002 and Recommendation 190 concerning the prohibition and immediate action for the elimination of the worst forms of child labour;
 - d) Adoption of the list of Hazardous CL;
 - e) Approval of a National Plan to Prevent and Eliminate CL in 2003¹⁰ (PETI by its initials in Portuguese).
 - f) Set up of the State-Level Forum for the Prevention and Elimination of CL in 1995¹¹ (FNPETI), which has an extensive quadripartite structure and has been replicated in many local states and municipalities and the set up as well of the National Commission for the Elimination of CL in 2002¹² (CONAETI).
10. The Brazilian society and media have also shown great interest in tackling the problem as can be derived from the increasing number of NGOs dedicated to youth and childhood issues as well as from the frequency that articles appear in the press and the efforts that Academia sector has devoted to research on the topic.
11. As a result of the factors mentioned above, Brazil has managed to reduce CL by 56% between 1992 and 2012, proving that fighting CL is possible. Indeed, in the beginning of the 1990's CL figures reached 8.312.391 children in Brazil, and in 2011, these figures fell to 3.203.273, a reduction of 56%. This represents 7,6% of Children in this age group.¹³ This was the result of several successful initiatives carried out by the Brazilian State. Brazil is today internationally recognized for its ability to combat CL using innovative social policies and quality databases. However, despite the above progress, there are still 89.072 working children from 5 to 9 years

⁶ This is especially true in the case of tobacco.

⁷ Article 22 states that: It is duty of the family, society and State to assure children and teenagers with absolute priority the right to life, health, food, education, leisure, professional education, culture, dignity, respect, liberty to a family and a gregary life, besides to save them from all kinds of negligence, discrimination, exploration and oppression.

⁸ Brazilian legislation allows non-dangerous or non-excessive labor of teen-agers between 16 and 17 years old.

⁹ Estatuto da Criança e do Adolescente (ECA).

¹⁰ Revised in 2010.

¹¹ National Forum to Prevent and Abolish Child Labor.

¹² National Commission for Eradication of Child Labor.

¹³ The reduction of Child Labor in Brazil was high in the age groups from 5 to 15 years was more than 10 points (From 5,5 million or 14,6% in 1992 to 1,5 million or 4,3% in 2011). In the age group from 5 to 9 year the reduction was only three points but the occurrence of Child Labor is quite low (less than 4%). In 2011, only 0,4% of all children worked. In the Age Group from 16 to 17 years old, the percent of teen agers working represented 2,5 million (45%) in 1992 and fell to 1,5 million in 2011 (23% of all teen agers) a reduction of 22 points. The child labour increases in this age group.

old (0,6%), 614.832 from 10 to 13 years old (4,5%), 929.553 are 14 to 15 years old (13,1%) and more than one million and half are from 16 to 17 years old (22,4%). Of all children working, 1.053.021 are female and 2.150.252 are male. It is estimated that in 2012 around 854.000 children were involved in PETI programs in 3.597 municipalities (65% of all). Some observers suggest that minimum income programs, such as PETI, have had positive effects in reducing CL.¹⁴

Child Labour in Rio Grande do Sul¹⁵

12. According to the 2010 census, among the 100 top municipalities with the highest rates of CL in Brazil (10 to 17 years), 54 were in Rio Grande do Sul. Among the top 10 (in %) 6 were in Rio Grande do Sul. This seems to justify the Program approach to give priority to the fight against CL in the South Region of Brazil where the problem seems to be concentrated. Among the cities with the highest rates of CL, Lagoa Bonita do Sul in Rio Grande do Sul ranks 6th with 65,5% of children and teenagers aged 10 to 17 years old involved in CL¹⁶. A similar proportion (60%) is observed among the top 20 municipalities: 12 were located in Rio Grande do Sul.
13. One of the sectors with the highest incidence of CL in Rio Grande do Sul is family-run agricultural production, in particular the tobacco cultivation. Tobacco production in the South Region of Brazil implicates around 185 thousand families of which 90 thousand are in the Brazilian State of Rio Grande do Sul. Besides the activities executed by adults, the tobacco sector employs around 500 thousand children and teen-agers according the estimates of the Public Prosecutor¹⁷. At the same time, the labour inspectorate of Rio Grande do Sul has identified 1,248 children below 18 years of age working in the tobacco industry. 3.15% of those below 12 years of age and 6.46% of those between 13 and 17 had been involved in pesticide application without adequate protection.
14. Certainly the above figure does not represent the real situation of CL in the production areas, but at least it recognizes the very existence of CL in the South Region. Those figures clearly represent a contravention of the Brazilian law, which prohibited children under 18 from working in tobacco with the promulgation of Decree 6481 of 12 June, 2008. One of the characteristics that makes CL particularly difficult to combat within this sector and this region is the cultural factor; the general acceptance of this practice. CL in Rio Grande do Sul is not particularly driven by poverty, it is mainly propelled by the idea that working from an early age has an educational purpose and helps to strengthen the family ties. This obviously remains an important obstacle to the elimination of CL in tobacco growing areas where the ARISE Program has directed its actions.

1.2.1.2 Child labour in Malawi: an overview

15. Malawi is one of the poorest countries in sub-Saharan Africa with around 52% of the people living below the poverty line. The economy of Malawi is based on agriculture, which accounts for about 38% of its Gross National Product (GNP) and more than 90% of its export earnings. The main crops grown in Malawi are maize, tobacco, tea, sugarcane, groundnuts, cotton, wheat, coffee, rice and pulses. Of those, tobacco is the main cash crop and it accounts for the largest share in export earnings. The role of the mineral sector in the economy is increasing with the Kayelekera uranium mine that opened in 2009, mining contributes about 2% gross domestic

¹⁴ Speech of Ana Lúcia Kassouf at III Conferência Mundial sobre a Prevenção e Erradicação do Trabalho Infantil (Brasil, 2013). According to Ferro, Kassouf e Levison (2010) Bolsa Escola reduce in 2 to 3% the probability of urban children to work and from 6 to 9% the probability of rural children to work.

¹⁵ Based on Programme of Education Against the Exploration of Children and adolescent Labor. In <http://peteca2008.blogspot.com.br/p/estatistica.html>

¹⁶ Novo Horizonte-SC (73,7%), Novo Xingu-RS (72,2%), Itapuca-RS (71,2%), Bozano-RS (68,5%), Ubiretama-RS (66,7%), Lagoa Bonita do Sul-RS (65,5%), Xavantina-SC, Cunhataí-SC (65,2%) Sério-RS (63,5%) and Manari-PE (63,5%).

¹⁷ Based on data from Public Prosecutor (Ministerio Publico do Trabalho/ Seção Rio Grande do Sul) available in www.prt4.mpt.gov.br/pastas/boletim/boletim_pdf/boletim09.

product (GDP). Agriculture still remains an important source of growth, contributing 28% of GDP, and could continue to be a significant driver of growth through regional exports and import substitution.

16. The total population of Malawi is 14.4 million, of which 8.5 million are children. Life expectancy at birth is 50.9 years, with malaria, HIV and AIDS and malnutrition as the leading causes of death. Globally, Malawi is the ninth country most affected by HIV, with an estimated 10.6% of the sexually active population (15-49 years old) being infected. There are approximately 900,000 people living with HIV in the country. There are 1 Million orphans in Malawi, representing around 17% of all children, 65% of whom have lost one or both parents to HIV and AIDS. This situation has contributed to an increase in CL.
17. Food insecurity in Malawi continues to be a major contributing factor to the incidence of CL. With an agricultural economy supporting approximately 85% of the population, the state of the agricultural sector has an enormous impact on the day-to-day decisions these families make. Smallholder farmers dominate the agricultural sector and the majority cultivate less than one hectare of land during the rainy season that runs between October and April. In addition, for the smallholder sector, agricultural productivity is low, and these circumstances also have negative implications for food availability. The Malawi Vulnerability Assessment Committee (MVAC) report in 2013 estimated the population at risk of severe food insecurity is 1.4 million (9.5% of the total population).
18. According to the Malawi Child Labour Survey Report 2002, at the time there were 1.4 million child labourers in Malawi. 52.6% were engaged in Agriculture industry and 43.2% child labourers were in community, social and personal service sectors. Children working in the streets are vulnerable to severe weather, traffic accidents and crime. The survey also showed that more girls (52%) were engaged in CL than boys (48%). This imbalance does not only frequently deny the girl's right to education and freedom but also creates a society in which women and girls (as well as some men and boys) find themselves highly vulnerable to violence, sexual abuse and HIV infection. 26.5% of the child labourers never attended school and 53% did not complete junior primary school. There are reports showing that boys are also involved in the worst forms of CL in agriculture, quarrying, mining and construction. Children in these sectors may carry heavy loads and be susceptible to dangerous conditions. In urban areas, including markets, children work as vendors.
19. The tobacco sector in Malawi typically operates with the tenancy system, which leaves a tenant little choice but to involve his entire family in the production of tobacco. In tobacco farms CL take different forms:
 - a) Forced CL where children are seen as property of the estate owner and they work for food and clothing. They normally work in the estate manager/owner in their homes, gardens or on their plots of tobacco;
 - b) CL where children voluntarily enter into arrangements with estate owners in order to earn a direct wage. Children in this setting work so they can assist their own families with extra income;
 - c) CL in the tobacco sector, which involves practices similar to bonded labour. The responsibilities of the parents are transferred onto the children when they are unable to perform their responsibilities on the estates. This happens when the tenant is ill or has passed away and has incurred some form of debt to the estate owner. In these cases children take over the responsibility of the parents and are responsible for paying off the debt through their own labour.
20. The Government of Malawi has shown commitment in the fight against CL as evidenced by the following:

- a) Ratification of ILO Minimum Age Convention, 1973 (N° 138), ILO Worst Forms of Child Labour Convention, 1999 (n° 182) and Recommendation 190 concerning the prohibition and immediate action for the elimination of the worst forms of child labour
- b) Drafting of the Child Labour Policy by the Ministries of Labour and Justice For the finalization of The Child Labour Policy; however, it needs to be endorsed by the Cabinet
- c) Child Labour National Action Plan 2010 – 2105 to translate the Policy pronouncements into concrete programs and activities and to ensure coordination of the various institutions and their programs. It was launched in October 2010 and sets out the national framework for the implementation of CL interventions in Malawi by Government, employers' and workers' organizations, and civil society organizations,
- d) The Malawi Decent Work Programme (2011-16) has been approved even though its implementation has been so far very low.
- e) The Malawi Growth and Development Strategy (MGDS II) which explicitly recognizes Child Labour and employment as a sub-theme under sustainable economic growth
- f) In addition, the Government has developed a List of Hazardous Occupations, known as the "Hazardous Work for Children Prohibition, Order 20." It was gazetted on 17th February 2012. This Order is waiting to be printed by government printers. It provides a list of hazardous tasks that are prohibited for child workers under 18.
- g) With support from the ILO, the Tenancy Labour Bill, which seeks to improve the welfare of tobacco growers by regulating the relationship between tenants and estate owners, was reviewed in 2009 by the Ministry of Labour, other Government departments, employers and workers organizations, civil society and Community leaders. It is now up to date and on the list of Bills to be discussed in Parliament.

21. The issue of CL has also been included in the United Nations Development Assistance Framework (UNDAF) agenda.

1.2.2 Description of the Program

22. The ARISE Program forms part of a JTI strategy to contribute to eliminating CL in its global supply chain. ARISE's role within this strategy is to "*address the social and economic factors that drive small-holder tobacco farmers to engage children in hazardous work*"¹⁸. Some other components of the whole strategy are the so-called "vertical integration" and the "Know your Grower" program (KYG), initiatives promoted by Global Leaf JTI with the idea of creating a direct relationship with the suppliers, most of them small producers, so that the issue of CL may be tackled through a more personalized and tailored approach. ARISE is therefore a piece within a broader strategy whose final and long term goal is to rid JTI's supply chain of CL. ARISE's goal in particular has been described as "*to accelerate progress in the elimination of CL in tobacco growing communities, through education*".
23. The Program has taken a holistic approach to involve the community in a common effort to prevent and eliminate CL. This is ensured through the so called "Three Pillars" of the Program: 1) improvements in education, opportunity and awareness; 2) fostering economic empowerment for tobacco-growing communities; and 3) promoting an improved regulatory framework for the reduction of CL. These "Three Pillars" are being implemented in Malawi, Brazil and Zambia, in

¹⁸ Extracted from the brochure "*Innovative partnership in practice*"

selected areas where there was significant presence of farmers who supply tobacco for JTI and CL has been reported. They have been expressed as objectives with the following wording:

1. Objective 1: CL reduction through improvements in education, opportunity, and awareness (implemented by ILO and WI).
 2. Objective 2: Economic empowerment for tobacco-growing communities (implemented by ILO and WI).
 3. Objective 3: Improved regulatory framework for helping to eliminate CL and promote education (implemented by ILO).
24. Within the “Three Pillars” each country was allowed to select its own outcomes in order to adapt this common structure to the local realities. It can be said, however, that this process of adaptation has not been as straightforward as expected and it has required a continuous effort by the national teams along the implementation process. This will be presented in more detail in the following sections.
25. Besides these “Three Pillars”, the program includes a “Global Training Program (GTP)” which aim is to strengthen the capacity of JTI staff to achieve the objective of reducing and progressively eliminating CL in JTI’s tobacco supply chain. The objective of the GTP was to train JTI staff (international and Leaf Technicians) on the national policies on CL in the countries in which JTI operates, particularly the policies on hazardous work and occupational safety and health (OSH) in tobacco production.”
26. ARISE is promoted and funded by JTI and it operates through partnership between three mentioned organizations: JTI itself, WI and the ILO. The underlying purpose of this partnership has been to put together a wealth of expertise on CL utilising the comparative advantages of each organization. Both WI and ILO have acted as the main implementing partners and each of them has initially taken up the responsibility of executing those components which are more clearly related to their respective mandates and experience: IPEC’s long experience in promoting policies and country-led models to eliminate CL and WI’s whole-family approach in programs to reduce CL. The following is a brief summary of the type of activities the each organization has assumed in each country:
- WI activities in Malawi: Awareness raising on CL issues, Model Farm School (MSF), Women Agribusiness Groups, Start-ups, Family Support Scholarships (FSS), After School Activities, support the set-up and follow-up of the CCLC under ILO’s supervision and guidance, other Community Led Initiatives.
 - WI activities in Brazil: Awareness raising, After School Program, Women Agribusiness Groups and Model Farm School.
 - ILO activities in Malawi: (i) Direct Action: Set up of Community and District CL committees and its further monitoring, establishment of community based CL systems, vocational training, apprenticeships, awareness raising, income generating activities (IGA), entrepreneurship and credit, occupational safety and health (OSH), empowerment through organization; and (ii) Improving regulatory framework: this concerns work at both policy and legislative levels including the media.
 - ILO activities in Brazil: Awareness, learning environment, strengthening of the rights guarantee system/network, occupational safety and health, improved regulatory framework.
27. Each of the above 4 projects has developed its own Project Document and they have been designed and implemented separately. The same can be said of the GTP which has fallen under the responsibility of Corporate Social Responsibility at IPEC. The Program as a whole does not count on a detailed Project Document with its standard sections. Some concept papers were

issued during the inception phase – such as the “Children’s Opportunities through Investment in Community Education Proposal (CHOICE) – which served as the basis for further discussion among partners but eventually, four Project Documents were prepared. It was only later on, during the implementation phase, that an integrated Log Frame for each country was consolidated. However, in order to ensure the coherence of the whole operation and obtain synergies between the individual projects at country and local levels, all parties have opted to establish a Program Coordinating Mechanism (PCM) at the international and country levels. The PCM is composed of three main entities:

- International Advisory Committee (IAC) - a forum in which all representatives can raise issues and adjust direction, resources, and timing by consensus, as required,
- Program Coordinating Team (PCT) – a team which focuses on program outcomes, and is in regular contact with Country Coordinating Committee (CCC) in Malawi and Brazil. The principal role is to liaise with CCC and International Advisory Committee; and
- Country Coordinating Committees (CCC) at the national level in Malawi and Brazil – the committees facilitate continuous communication and to keep local stakeholders up-to-date on activities.

28. ARISE targets three populations critical to long-term, safe tobacco production:

- Children, ages 6-18, who are engaged in or vulnerable to CL;
- Marginalized parents, especially mothers, whose children are engaged or may potentially become engaged in CL;
- Current adult tobacco farmers who need support to render their agribusinesses more efficient, safe and profitable.

29. The total cost of the Program is USD 8,026,002 of which a total of USD 3,026,002 for ILO (USD 562,980 for the global component, USD 1,227,579 for Brazil and USD 1,235,443 for Malawi) and a total of USD 5,000,000 for Winrock (USD 2,388,236 for Brazil and USD 2,611,764 for Malawi).

1.3 Purpose, scope and methodology applied in this evaluation

1.3.1 Purpose

30. As is common to this type of exercise, the evaluation is a means to respond to the information needs of the technicians and managers of the different parties involved: donor, implementing agency, governments and other stakeholders in the program to obtain an independent perspective regarding the way that the program’s actions have evolved and the impacts that they are having. This somewhat general purpose could be developed for the case at hand into more specific points, which may be found in the Terms of Reference (TORs) (included fully in annex I), some of which are worth noting:

- a) To establish the relevance of the programme design and implementation strategy
- b) To determine the implementation efficiency of the programme
- c) To gauge how ARISE has addressed the recommendations from previous assessments
- d) To assess the extent to which the projects have achieved their stated objectives at outcome and impact level and to identify the supporting factors and constraints, unintended changes, both positive and negative at outcome and impact levels, in addition to the expected results;

- e) To assess the relevance of the sustainability strategy, its progress and its potential for achievement
- f) To identify lessons learned and potential good practice, especially regarding models of interventions that can be applied further
- g) To provide recommendations to Program stakeholders to promote sustainability and support the completion, expansion or further development of initiatives that were supported by the program
- h) To inform the design of future stages of ARISE.

31. In addition to the general points indicated in the ToRs, the interviews and the interactions that were held during the desk review phase also proved instrumental to the evaluating team in identifying the more specific and nuanced points that some of the Program's partners wished to include as purposes of the evaluation. In most of the cases, this concerned the co-ordination structure and the distribution of roles between partners.

1.3.2 Scope

32. The evaluation has focused on the ARISE programme as a whole looking at both the ILO and WI projects in Brazil, Malawi and the Global Training Program, its accomplishments and its contribution to the overall national efforts to achieve the elimination of CL. The evaluation aimed to obtain inputs from the individual projects in order to extrapolate strategic conclusions. The joint nature of the exercise was aimed at enabling the evaluation team to identify the synergies and obtain cross cutting lessons at project and strategic level.

1.3.3 Methodology applied

33. The following are the key aspects concerning the methodological proposal applied in this evaluation:

1. Overall approach: The methodological proposal has been aligned with the principles and ideas outlined in the TORs. Taking into account the time constraints and resources it was decided to apply a classical approach. This means that the methodology is constituted by a judicious combination of quantitative and qualitative techniques. A particular emphasis has been placed on the latter, given that the majority of the objectives and results pursued by this Program are based on the strengthening of capacities – something for which qualitative approaches are judged to be more adequate. It is important to note that the methodological approaches applied have been somewhat challenged by the need to combine the individual analysis of 5 projects (2 ILO, 2 Winrock, and 1 GTP) with the desire to obtain a picture of the performance and impact of the operation as a whole.
2. Tools and instruments to be applied: in line with the above, a preliminary selection of tools has been made: document reviews, semi-structured face to face individual interviews, phone and Skype individual interviews, group discussions, focus groups, direct observation and mini-surveys. The evaluation team considered these to be tools that are easily applied, and which would allow for information to be obtained and analysed in relatively short amounts of time – a specific requirement of this evaluation. Indeed, the application of qualitative tools based on debates occurring in successive phases – such as interviews and discussions using the Delphi method¹⁹ or internet forums – has been discarded precisely due to its unsuitability in terms of the time scale that they would require. As for the criteria used for

¹⁹ The Delphi Method is a structured consultation technique where the participants answer questionnaires in two or more rounds. After each round, a facilitator provides an anonymous summary of the respondents' answers from the previous round as well as the reasons they provided for their judgments. Thus, participants are encouraged to revise their earlier answers in light of the replies of other members of their panel

the application of the tools above mentioned an explanatory document is included in annex V as well as the notes-guidelines used in each case, Annex IX.

34. The main instrument used in establishing the frame of the information needs has been the Evaluation Matrix. To develop this, a double-entry table has been created where every one of the criteria/categories is broken down into key questions and indicators, along with the tools to be used for the information collection process. In this way, an effort has been made to capture and systematise all of the information that the evaluation team deemed relevant within a single document. In addition to anticipating the data and information that evaluators should seek in their field visits, this matrix establishes a shared pathway analysis that facilitates the subsequent analysis and consolidation exercise. The evaluation matrix can be found in Annex II.
35. The evaluation team believes the use of this type of matrix to be a very useful and valuable instrument to organize and systematize the information needed and also its further triangulation. Nevertheless, the team has been conscious of the fact that a variety of situations could arise during the evaluation. As such, the team has proceeded with a certain degree of flexibility when applying the various tools, as progress or changes had to be incorporated in the case where relevant information has been received from one source or another. This constituted an effort to avoid the loss of valuable evidence and information that may not had been foreseen in the designing of the matrix, but that was considered very relevant to the overall purpose of evaluation nonetheless.
36. Finally, it must be pointed out that the logical framework approach have been taken on as the primary working instrument in the sense that the log frames available have served as the main reference to conduct the analysis of achievements (implementation and effectiveness). This approach, however, has not acted as a limitation for the interpretation of other findings or the analysis of data that go beyond the pre-established criteria and indicators, all this in the search for conclusions and recommendations that help to guide and improve these processes in the future.
37. As for the sequence of phases and activities carried out, the evaluation has also followed the path anticipated in the ToRs document: (i) initial briefing; (ii) participation in team building workshop in South Africa (iii) desk review which will include some interviews via Skype / Phone or in person; (iv) field visits including a debriefing session with national stakeholders in each country; (v) preparation of draft report for circulation and discussion among stakeholders; (vi) consolidation of comments; and (viii) elaboration of the final version of the evaluation report.
38. It is important to note throughout its different phases, the evaluation has been managed and supervised by the Evaluation and Impact Assessment unit (EIA) which is an independent section within the structure of ILO/FPRW/IPEC in charge of evaluation and other related activities. Its main role, besides the administrative and contractual procedures, has been to follow up on all the methodological aspects and to ensure that the evaluation has been executed in accordance with the UN norms and in compliance with the standards of Development Assistance Committee (DAC).
39. In Annex IV there is a summary of the tools used, in each case indicating the number of people to which that tool was applied as well as the group or category to which this person belongs. Throughout the different stages, a total of 279 people were consulted in the two countries.

1.4. Limitations and conditions facing the evaluation

40. Perhaps the main limitation that the evaluation team has encountered is the absence of a common Project Document with an integrated Log Frame for the Program as a whole. As mentioned earlier, the Program is made up of four independent projects plus a Global Training

Program. In each country an integrated Log Frame has been defined in an attempt to streamline the WI and ILO projects into the same hierarchy of objectives, outcomes and outputs but in fact each project has developed its own Project Document and it has been implemented with a high degree of autonomy. Integrated Log Frames have barely been used as management and monitoring tools for the ARISE Program as a whole. Technically speaking then, the ARISE Program is nothing different but four ARISE projects plus the GTP. ARISE is the umbrella program but not a project on its own.

41. The above constitutes an important constraint because the evaluation has been conceived as a joint exercise and is supposed to deliver a global analysis of the whole Program, not five independent evaluations. In evaluation standard practice, analyses are made against the elements of the Log Frame, this constitutes the reference that the evaluator uses to carry out his/her analytical task, but unfortunately this piece is not available for the whole Program, only for the independent projects. As such, the evaluation team was forced to somehow reconstruct the implicit logic of ARISE using inputs from the independent projects and the GTP and from there onwards draw general and strategic conclusions. It must be noted that there has not been an analysis of each of these projects against its own Log Frame/Project Document and therefore that the findings of this evaluation do not necessarily reflect the full reality of each independent project
42. Along the desk review, however, it has been observed that most of the independent projects have conducted various types of mid-term assessments²⁰ and through those they have obtain more specifics conclusions and recommendations targeting their particular needs. This evaluation has used some of the outcomes of those intermediate exercises to generate a more global and strategic analyses of the operation as a whole.
43. In general, it can be said that the complexity of the operation as a whole has presented a challenge for this evaluation exercise: the variety of actors with their respective mandates, approaches and methodologies, the evident differences in the two geographical contexts involved (Malawi and Brazil), the sensitivities around the tobacco issue, the Program's role within a broader and more ambitious strategy from JTI. The Program has been described as a developmental operation, an innovative and ambitious initiative which has been in permanent construction. Some of the respondents described it as a "process where the goalposts keep moving". All these are elements that coalesce to result in an intervention that is particularly difficult to assess.

²⁰ ILO – Malawi has conducted a mid-term self-evaluation with an external facilitator on the first week of June 2013. The focus of this exercise was to strengthen the analysis capacities of project implementers and to reflect on recommendations for the remaining period. A document with the main conclusions and recommendations is available: "Mid Term Self Evaluation Report of ILO Sub-project".

ILO Brazil has conducted a similar exercise (Mid-Term Self Evaluation) with two external facilitators between the 29th of June and the 3rd of July of 2013. It took place with the participation of most stakeholders including the presence of the Senior Programme Officer - ILO/FPRW/IPEC Geneva. A document with main conclusions and recommendations is available: "Mid-Term Self-Evaluation of the Arise Project – Concept note".

WI Brazil has also carried out a Mid-Term evaluation between the 25th of September and the 25th of November of 2013. The evaluation exercise was conducted by an external consultant. There is an evaluation report available: "RAUPP_Oct31_ConsultancyReport".

Section 2. Analysis against the evaluation criteria

2.1 Findings

2.2.1 Program relevance

44. The analysis of the relevance component consists of verifying a series of items, most of them related to the coherence and appropriateness of the intervention from different points of view, specifically: correspondence with local needs, consistency with national policies, coherence with on-going efforts, etc. The ARISE program deserves a very positive evaluation in all of these aspects. There is a general consensus that the Program appropriately attends to the specific needs of the target groups and stakeholders and is consistent with national/local policies as well as the strategies of the main donor and the implementing agencies. Ahead are some facts that serve to support the previous statement.

2.2.1.1 Coherence with the needs of the beneficiaries, stakeholders and target groups

45. The Program has responded to the real needs of an extensive and varied list of the beneficiaries and stakeholders, both individuals and institutions, at the policy level and at the direct action level as well: Government at central and district level, Employers, Unions, the Tobacco Industry, NGOs, CSO, Community Based Groups, Traditional Leaders; District Assemblies, Teachers, Development Partners, Media. Besides institutions, the Program has proved an appropriate means to meet the needs of families and individuals: children and guardians. The evaluation team has found a clear consensus in this regard and no questions have been raised concerning the adequacy of its objectives and its main components.
46. CL is a sensitive issue often engrained within the cultural fibre of the target communities (particularly in Brazil). To add to this, the tobacco sector is one whose actions are usually subject to an intense scrutiny by different elements of the public opinion. Both these aspects have the potential to translate into conflictive scenarios and generate and almost inherent opposition and rejection of the initiatives coming from tobacco sector. Fortunately however, none of these situations has been observed in this case.
47. The fight against CL is typically an issue that attracts attention and fosters peoples' will to act, a situation which was indeed in this Program where enthusiasm for the cause was clearly evident. In the words of the Mayor of Arroio do Tigre: *"the ARISE program has managed to break through different political and ideological sensibilities"*. This can certainly be considered an asset of the Program. Indeed the openness to dialogue shown by the ARISE partners and their ability to generate cooperation and consensus around a conflictive issue in a sector under intense social and political scrutiny is considered a key factor in this sense.

2.2.1.2 Coherence with national and local policies

48. The Program has clear linkages with national policies and plans in both countries, something considered to be a minimum requirement for an intervention of this nature. It's important to bear in mind that ILO is a partner in this Program and building policies and helping in their further implementation is something inherent to its mandate. The evaluation team has managed to identify an extensive list of those policies and plans, both at central, regional/state and sector level. Most of them have already been mentioned in the paragraph devoted to the description of the local context and as such will not be repeated here. While the ARISE Program clearly contributes to the development and further implementation of those policies (National Action Plans), some differences are observed between Malawi and Brazil.

ARISE Program: Coherence with national policies in Malawi

49. In the case of Malawi, in recent years significant progress has been made regarding the construction of the normative framework and in the development of plans and policies, even if the degree of execution of these policies remains very low. A suitable example of this is the “Malawi Decent Work Program (2011-2016), whose initial revision identified the particular difficulties of the Malawi government in finding the resources for its adequate execution. According the verbal comments made by ILO officials, after three years it had only been possible to raise 10% of the total budget. Institutional weaknesses are prevalent and the majority of government districts and sectors simply do not have the capacities to render policies effective.
50. Aside from this, the political debate surrounding some crucial issues such as the Tenancy Bill is patchy and interrupted, so that the legislative processes that lead to their approval and subsequent application in the fight against CL often take long periods of time. Others such as the “Child Labour Policy” remains a draft and has not yet been endorsed by the Cabinet, even though its construction dates back to 2008. In general, the actors that were consulted agree that, regardless of the previous capacity-building investments made in Malawi, national institutions – both public and private – will still require financial support and external technical guidance for some time into the future.
51. In this respect, the ARISE program and its dual dimensionality of policy level and direct action level carries out a key function in lending a certain continuity to processes of any kind that were begun but not concluded yet. The construction of a broad alliance for the implementation, incorporating NGOs (CRECCOM, CICOD, YECE), union and workers’ organisations (MCTU and ECAM) and government entities (Ministry of Labour as well as the various District Offices) could be considered in itself a positive choice insofar as the relevance aspect is in question, not least because in this way more institutions participate in the capacity-building process. However, such a decision may be considered to have some more ambivalent aspects regarding questions of governance and cost-efficiency (presence of many actors), all of which will be further detailed in a later section of the evaluation.

ARISE Program: Coherence with national policies in Brazil

52. The case of Brazil is very different. As noted previously, the country constitutes a global reference point insofar as good and effective practices in the fight against CL are concerned. During the last 20 years, a broad know-how has been developed as diverse intervention packages were put together and executed. It is a country with an extensive list of instruments to tackle CL, boasting a successful ‘track-record’ of elimination CL (56% between 1992 and 2012). However, it must be pointed out that the pace at which this has occurred has somewhat stalled – particularly in comparison to the significant reductions seen at first – a consequence, according to specialists, of the increasing complexity of the CL that persists: cases that occur in the informal sector, sometimes even in the domain of illicit activities, or which are strongly associated with cultural patterns as is usually the case of the smallholder farming
53. In this way then, the ARISE Program’s activities in Brazil were prompted not so much by shortfalls in the capacities of local institutions, but rather by its insertion into a complex environment and region-specific reality. For one, the program takes place in the geographical boundary between Brazil, Argentina and Uruguay, a region that has historically seen significant flows of European immigration, largely from Germany and Italy. In this way, there are underlying cultural factors that explain the course of certain political dynamics as well as the diverse social, economic and cultural patterns which are found in the State of Rio Grande do Sul (RGS).

54. According to the testimonies to which the evaluation team has had access, the mobilisation around CL issues and childhood issues in general has been relatively low in Rio Grande do Sul compared to other States in the Federation. This delay may be somewhat explained by the fact that a considerable portion of CL is associated with rural-family contexts where a particular notion prevails of 'working' as carrying out a valuable educational function. In general, the actors consulted shared the view that taking on CL in the rural/agricultural sector requires a specialised approach, and it is precisely this added value that the Program could bring in the Brazilian case. Furthermore, the deployment of the ARISE Program in RGS is also justified by the possibility of demonstrating the potential of the existing system of Rights Guardianship which according to some actors have not always developed as would have been desired.
55. Another aspect that is particularly manifest in the case of Brazil and that serves equally to justify the relevance of the program is its placement within the tobacco sector. As already mentioned, the peculiarities of the sector add extra complexity to the already complex issue of CL. In this respect, it is important to note that the Brazilian law has adopted a very restrictive stand with regard to the minimum age for working in tobacco plantations²¹. This is something which has clashed with the traditional customs and practices of agricultural communities to the extent where its proper application has been somewhat inhibited. Furthermore, it is important to consider the political, ideological and often polarized positions of many of the institutions towards the tobacco industry. As noted by some of the informants of this evaluation, certain sectors of the militant anti-tobacco lobby in Brazil often press for the complete elimination of tobacco cultivation as a legal industry, a standpoint that translates into rejection and vetoing of any opportunities for dialogue with representatives from the tobacco industry.
56. To summarise, there are two facts that from the evaluation point of view reinforces the role of the ARISE Program in Brazil. On the one hand, it acts as a means to disseminate and raise awareness around the content of the law so that the communities and institutions involved in the cultivation of tobacco know which practices are allowed and which are not. The evaluation team has found that there was actually a big gap to fill in this regard. On the other hand, it becomes evident that there was a need to establish a composed dialogue concerning CL in the tobacco sector, as virtually all other efforts have been profoundly conditioned by the entrenched ideological positions that typically accompanies any discussions on the tobacco issue. In order to push this dialogue forward, the role of ILO has been considered key by most of the stakeholders.
57. In both countries, the effort to work within the existing institutional framework is something that is equally valued by the evaluation team: the National Commissions, Forums, Platforms, Local and Autonomous Governments, National/Departmental Secretariats, etc. The idea of building onto existing capacities is something that inspired the design and subsequent implementation of the Program and that is widely appreciated by all the stakeholders.

2.2.1.3 Preparatory activities and accuracy of the diagnosis.

58. Most stakeholders agree that the program is founded on the right analysis/diagnosis of the problem, which is in turn based on two elements: (i) Building up on previous experiences developed in each country. **In the case of Malawi** there is a clear connection and even a time overlapping with the Support to National Action Plan Project (SNAP Malawi) implemented by IPEC in partnership with the Government and other national institutions. The Integrated Area Based Approach (IABA) approach is a legacy of this intervention together with the CLMS for Malawi, models of interventions for the prevention and withdrawal of children and livelihoods support to families, as well as major progress/contributions for the implementation of the NAP, all of the elements that are present as well in the ARISE program. **In ARISE Brazil**, there are also examples of the application of models, knowledge and materials previously developed by

²¹ Decree n° 6489 of 12th June 2008: minimum age of 18 years old to work in any activity related with tobacco,

the partners or the Government in the country. In this regard, ARISE has represented another step in a coherent trajectory; and (ii) Resting on the extensive experience, knowledge and background of the partners in their respective areas of expertise constitute another element that has helped the intervention in establishing an accurate diagnosis.

59. As part of the preparatory activities, a baseline survey was conducted in each country under the co-ordination of WI. The main objective of this exercise was described in the following terms: *“to gather information on the prevalence, status, causes, and consequences of CL in Arroio do Tigre (Brasil) – Ncheu and Lilongwe districts (Malawi) and guide the implementation of the interventions to eradicate CL”*. The output of this exercise was two extensive documents with many data and information regarding CL in the tobacco sector. However in fact, the surveys were not very useful in establishing the diagnosis or in meeting the general information needs of the Program. While insightful and very informative, they mainly contain general information that is not necessarily well focused on the Program information needs. Most of the stakeholders consulted believe that the kind of baseline that the Program requires is the one that establishes the initial measurements of the problem and gathers socio-economic information of the communities where there is an intention to intervene.
60. **In the case of Brazil**, for example, the broad perception is that others studies were already available, some carried out by university researchers (doctoral theses) and others by the tobacco industry itself, which could have served the same purpose of coming to better understand the problem. **In Malawi**, the availability of previous research is not as extensive as it is in Brazil, however equally the diagnosis could have been based on existing knowledge. Stakeholders generally believe that the “causes and consequences of CL” in their respective areas of intervention were more or less well known and the added value of the baseline surveys in this regard was not particularly significant – it did not provide the key “building blocks” for the design. This being the case, the baseline should be focused on gathering the information that the Program is likely to require for management and monitoring purposes.

2.2.1.4 Part of a broader JTI strategy

61. ARISE is described as part of JTI’s strategy to contribute to eliminating CL in global supply chains. Such strategy is still largely in preparation and includes other initiatives such as the Know your Grower Program, (KYG) the Grow Community Program (GCP), the Agricultural Labour Practices (ALP), the ARISE Employee Participation Program (AEPP) and the progressive introduction of the so called “vertical integration”. This last initiative is aimed at creating a direct relationship with the suppliers (small producers) so that the issue of CL may be tackled through a more personalized and tailored approach. Placing ARISE as a piece within a broader and larger strategy is something which is assessed positively by the evaluation team. It is evident that the goal of eliminating CL from the global supply chain of JTI goes beyond the scope of this Program. The immediate focus of ARISE is to improve the educational, economic and regulatory conditions of some key tobacco growing communities, and in doing so generating inputs for a strategy that is more global in scope. The overall goal can only be achieved through the integration of several complementary components.
62. Specifically, ARISE contributes to this ‘global strategy’ through: providing a better understanding of the CL issue, generating knowledge of the dynamics of the communities, lending credibility for JTI approach, providing new inputs for training programs and encouraging better involvement and motivation of the Leaf Technicians, among others. The ARISE Program enables ILO, both in Malawi and in Brazil, to contribute to the on-going dialogue/debate surrounding specific questions in CL and tobacco production. Examples of this are the Integrated Production System and the Tenancy Bill **in Malawi** and the development of an Apprenticeship Model for rural areas **in Brazil**, all of which are decisive for the respective country as well as for the aforementioned JTI strategy.

63. In connection with the above point that the Program is part of a corporate strategy, there is one more element that reinforces the relevance of the ARISE Program. This is the presence of a Global Training Program (GTP), whose aim is to strengthen the capacity of JTI staff to reduce and progressively eliminate CL in JTI's tobacco supply chain. The idea of embedding the mechanisms of action against CL into the procedures and protocols that structure the different levels of production and management of a company is also viewed in a positive light by the evaluation team. It represents an innovative attempt to mainstream the issue into the whole practice of the company, helping the different departments to recognise and deal with the legal, social and OSH, among other aspects that affect the presence of CL in the supply chain. It's also highly valued by the evaluation team the potential of this component to generate a model, - or at least building blocks for a model- which could eventually be replicated in the supply chains of other firms. The content of the GTP was nevertheless not clearly defined during the design phase, and its further implementation experienced some difficulties as will be explained later in this report.

2.1.2 Design

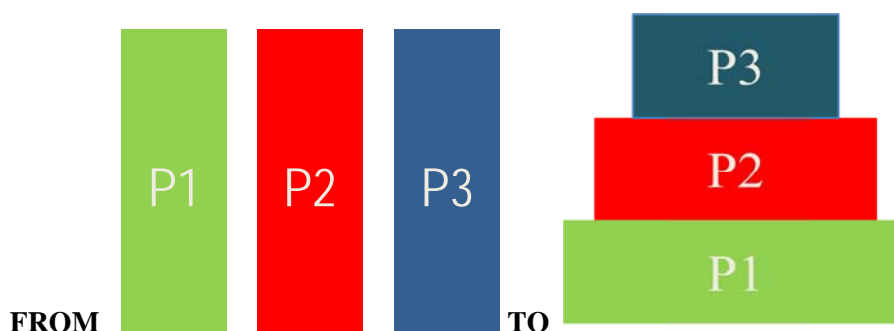
64. The analysis of the Program design is best described in terms of "*lights and shadows*", in the sense that while some elements are clearly positive, mostly at project level, the design of the Program as a whole unit is at best patchy. In a nutshell, it could be said that the absence of a proper moment of common design affected the integration of the different elements, which in turn conditioned some of the subsequent implementation aspects. The paragraphs that follow elaborate on this.

2.2.2.1 The selection of the "Three Pillars"

65. Along the discussions and internal analyses, the technicians and Program management staff usually refer to the 'three pillars' of the Program, each corresponding to one of the three objectives described in the Log Frame. The three pillars are: 1) Education-Awareness, 2) Economic Empowerment and 3) Regulation.
66. In principle, there exists a high degree of consensus surrounding the appropriateness of the 'three pillars' for the realisation of the specific objective, this one worded as "*to accelerate progress in the elimination of CL in tobacco-growing communities through education*". There is enough argumentative basis to state that the three pillars deal with well-known determinants of CL, and as such may be considered adequate, well aligned and inclusive of the classical dimensions applied to combat CL both at policy and direct action level. There are, however, some questions that may be raised concerning their internal order and specific weight within the ARISE strategy.
67. The evaluation team considers that, while each of the pillars is pertinent to the Program, the three put together represent a range of action that is very broad – perhaps too broad – and bring with it a certain risk of dilution. In communities that are as poor as those in the parts of **Malawi** that the Program covers, the list of 'needs' that would come under the 'economic' pillar could be very extensive. **In Brazil**, while the economic status of the communities is different compared to that in Malawi, it is equally observed that the Program runs the risk of including actions that are very diverse in nature (recreational, cultural) as most can be made to fit under at least one of the three pillars. Some of the internal documents consulted, together with the group discussions observed during the Team Building workshop in Cape Town, have lead the evaluation team to identify a real risk of dilution of the Program actions if the 'three pillars' are kept at the same level of precedence.
68. Once again then, the case here would be to reach a judicious albeit delicate balance. The idea of the three pillars adheres particularly to the Integrated Area Based Approach (IABA) philosophy, a very comprehensive approach developed by ILO in Malawi. It also fits particularly well with

the “whole family approach” adopted by WI and more generally with the idea of a holistic intervention that tackles the wide variety of factors that determine CL. A holistic approach is a highly convincing proposal because it recognizes that CL is usually an expression of a deeper problem; typically an effect that has its cause, the latter often being plural rather than singular. Eliminating CL is often a very complex task that requires addressing all of these causes. The idea of the three pillars derives from this line of thinking.

69. However, after the observations and reflections made by the evaluation team, it is suggested that within the ‘three pillar’ structure a sort of internal prioritisation could be specified. Such a decision would lend more clarity to the ARISE Program in terms of what its own purpose is; what model of intervention to take and the subsequent strategies of implementation and expansion to follow. **In the case of Malawi** for example, it has been observed that the ‘three pillar’ concept has led to a very comprehensive and holistic package of intervention. The juxtaposition (but not necessarily the integration) of the ILO Sub-package and the WI Sub-package has derived, from the evaluators’ point of view, into a massive high impact-low scale intervention. The list of services provided can be seen in the footnote²².
70. The question persists of whether this ‘three pillar’ model may be taken as the ARISE model to be put forward for scaling up. The assessment of the evaluation team is that while in this case the ‘three pillar’ structure has served to put together a long list of “good activities”, the ARISE model might need some refining and prioritization if it aspires to become an effective and expandable model. Various alternatives could be explored in this respect, one of which could be to establish some sort of order or hierarchy among the three pillars, as shown by the graphics below:



71. Despite the disagreements expressed by some of the stakeholders, the evaluation team still believes that the pillar which should take precedence and act as the foundation for the other two, is the ‘educational’ pillar, for different reasons which will be elaborated in the next paragraphs.
72. In the **case of Brazil** it seems clear that the Educational Pillar embraces the core elements of the Program in this country although some of the educational activities, particularly the Model Farm School, are oriented towards the productive sector. There is obviously an overarching element that cuts across the three pillars and binds them. In any case, it seems clear that the economic factor is not the driving force behind CL in the tobacco growing communities in Brazil. The regulatory pillar is still considered a key pillar for the reasons already exposed in this report: the particular socio-cultural characteristics of the State of Rio Grande do Sul and the importance of making the national policies effective at local level. Nevertheless, Brazil possesses a highly developed regulatory model which has received international recognition and therefore is not an area where the ARISE Program could make significant contributions, apart

²² (1) Empowerment through organization (CLDC and CLCC), (2) Community Based Child Labor Monitoring System (CLMS), (3) Awareness (General Sensitization about CL, Law enforcement, OSH), (4) Model Farm Schools leading into youth production group, (5) Complementary Basic Education (CBE), (6) Vocational training leading into apprenticeships and internship, (7) Income Generating Activities: women agribusiness groups, entrepreneurship and credit, (8) Family Support Scholarships and (9) After School Activities.

from mobilizing the institutions for its effective implementation. Looking at the different components of the ARISE model in Brazil, it can be easily observed that they are mainly related to the education and awareness pillar, obviously in interaction with economic and regulatory pillar but nonetheless mainly associated with the educational side. In the case of Brazil, suggesting to place the educational pillar as the foundation one is virtually a corroboration of the real situation. Making it more explicit would lend more clarity to the ARISE strategy as to what the Program can and ought to do, and how.

73. In the case of Malawi, the proposal of setting the Education Pillar as the base pillar on which to build the strategy has been objected by some the stakeholders arguing that: *“this departs from previous evaluation recommendations, which recommend focusing the action less on direct educational services to children beneficiaries, and more on the economic empowerment of households and communities to reduce the dependency to external funding and make them more autonomous in reducing poverty and eliminating child labour”* and *“As it has been recognized that direct services to individual children is more a short-term strategy and may not be the most cost-effective and sustainable solution for the withdrawal and prevention of children from CL”*
74. The debate obviously exceeds the scope of this exercise and it is not the intention of this report to challenge previous recommendations nor the strategic criteria applied by the ARISE partners. However, the evaluation team believes that there are still plausible arguments for giving precedence to the education pillar as suggested in the first draft.
 - The first aspect that must be clarified is that this recommendation does not imply the cancellation or suspension of activities comprised by the other two pillars. The regulatory pillar will retain its cross-cutting character while similarly the economic pillar would play an important role. Capacity building and CL monitoring are likewise considered key elements for ARISE. The proposal is about putting more focus and emphasis on working through education network because, as already mentioned, the education sector is probably the sector with more presence, capabilities and stability at community level.
 - The important role that schools play in community life is a well-known fact. Enhancing the role of the school in the communities is likely to bring about benefits in the form of more social cohesion, more intellectual capital, a better educated population, more job opportunities, less social problems including CL etc. Because of the wide range of effects that can be associated with enhancing the role of schools and the improvement of the education system, this strategy should not be considered a “short term strategy”.
 - The Education Pillar should not be seen as an isolated intervention in the village school. District Offices have five year Educational Plans that could be reinforced to capture protection issues such as CL. There is a myriad of programs from Governmental bodies, International Agencies and NGOs that are active in the education sector and with whom ARISE could explore the possibilities for complementarity. Interacting with other programs will also enhance the prospects of sustainability.
 - Economic empowerment is also something that may be brought about through the educational sector. As it has been said before, there is an overarching element that links the three pillars. Professional/vocational training is a good example of this connection. Using the educational infrastructure to do economic empowerment could be considered a sustainable and cost-effective strategy in the long term.
 - Economic empowerment is definitely the “way-out” strategy for CL, but poverty in the Malawian communities where ARISE is active is a structural problem. The number of external factors that could be included in a hypothetical Theory of Change for the economic empowerment of these communities would constitute a very long list. Even if this is the right global strategy, a Program such as ARISE should analyse and evaluate whether there are realistic prospects to achieve that goal at community level. The analysis of alternatives that usually accompanies every design process is mainly about allocating

limited resources within a time-bound frame. Economic dynamics in the Malawian communities where ARISE is present are mainly associated with agricultural production, in particular tobacco production, and they are not easy to change via direct action. ARISE might be achieving more economic empowerment of the said communities through its involvement in the debate about the Integrated Production System than through the promotion of IGAs.

2.2.2.2 The design process

75. One of the aspects that has been critically singled out by the Program stakeholders, especially its own technicians and management staff, is the design process. There is a general consensus that this has for the most part been a fragmented and disjointed process, in the sense that the ‘design phase’ was less of a united and coordinated effort and more of a random coming-together of various pieces, so to constitute a final design that was generally deemed unsatisfactory by the technical staff charged with its further implementation.
76. The evaluation team has encountered some difficulties in identifying precisely what sequence of events the design process has followed. In the **case of Malawi**, the parties involved point out that the Program was set in motion without a common Log frame, in that this was only possible to establish subsequently once the Program activities began to take place. By contrast, Program staff **in Brazil** argued that the Log frame was ‘imported’ from Geneva under the thinking that this would also be applicable in Brazil. Since this was not the case it required several adjustments and adaptations. Even after those the general feeling is that it was never fully suited to the characteristics of the reality in Brazil.
77. It is understood that a few “concept papers” were elaborated in the initial stages with the idea of putting together the structure of the ‘three pillars’ as the common ground of the intervention in Brazil and Malawi. While each of the pillars had certain associated outcomes established at central level, each organization has been able continued the task of completing the design of their respective country projects. The evaluation team has come across different planning exercises that took place in each case, all of which render the various actors capable of adapting these outcomes to the specific realities of each country. Consequently, there has been an initial proposal discussed at headquarter level followed by successive exercises in the field. Those exercises however were not fully synchronized and they did not follow the same pattern. Despite the attempt to construct an integrated log frame in each country, the diversity in approaches held by the different partners constituted a hindrance not easy to overcome. Particularly in Brazil, there persists a feeling that the resulting adjustments were not enough to bring about a substantial refinement of the design.
78. Probably one of the key questions concerning the design process is whether the ARISE Program should have had a common design instead (or besides) the design of individual projects, in this case 4 country projects plus a Global Training Program. The evaluation considers that this joint process would have been desirable, at least at country level: to have a single design and a common Project Document for Malawi and Brazil respectively. Since this has not been the case, it is very difficult to provide a global assessment for the design of the Program as a whole. ARISE has not been formulated as a unified program, but rather as individual projects. Each of them has followed the regular design protocol of the organization responsible and, in general, each of the project documents demonstrates an understanding of the path to achieve the project goals.
79. However, the assessment of the evaluation team is that this fragmented process of constructing ARISE has resulted in some shortcomings concerning the “WWW of the whole Program”: the What, the Who and the When. It must not be forgotten that in each country, both ILO and WI projects, target the same communities and in some cases try to achieve the same outcomes. This shapes a scenario where there are several elements in common whose definition and further management might require something else than simply putting two different designs together.

80. As has already been mentioned, some stakeholders used the expression “the goalposts kept moving” to describe a certain feeling of uncertainty around the Program design. Some others argue that this is not the case for their particular project, but the evaluation team still believes that the process of integrating and assembling all the different projects into a consistent, uniform and robust proposal of intervention has not been fully achieved and this could partially explain the above mentioned feeling of uncertainty.
81. The attempt to construct an integrated log frame in each country, although a step in the right direction, has not delivered the expected result of effectively integrating the different strategies and proposals. Technically, an inspection of the Log frame reveals some internal logic and complementation between the different levels but some of its elements are confusing and repetitive, there are some gaps and the wording of some elements is not adequate, particularly regarding the indicators. In general, the stakeholders have shown critical opinions towards both integrated frameworks, more clearly in Brazil, and this could explain the timid application of this instrument afterwards. From the evaluation point of view, this has to do with unfortunate absence of a common and explicit moment of design and planning in each country. The integrated log frame was not necessarily the output of a common analytical exercise but the result of a juxtaposition exercise.
82. This doesn't mean that the elements chosen to build the Program on were not the adequate ones. As it will be seen later on in the analysis about the implementation process, during this phase the ARISE Program managed to deliver a long list of quality products and services whose purpose was not only attending particular needs but strengthening the capacity of local partners (Government, workers, employers and local civil society organisations) and to develop and pilot models of interventions. As it has been said, the problem was mainly related to the integration of all those elements into a robust piece of intervention
83. The following is a list of shortcomings that have been identified concerning the design.:
 1. A baseline that did not focus on the information needs of the program. This is something that was mentioned previously. While previous studies into the baseline ‘situation’ did take place, these were not necessarily directed towards useful or relevant information. They seem to have ended up being community assessments while in the **Brazilian case**, for example, the evaluation team has found several doctoral theses that could have served the same informational purposes as the studies carried out. Instead, these could have focused on establishing a more precise baseline for the particular areas and topics with which the program is concerned. In other words, establishing the ‘start point’ against which to carry out future monitoring of the program’s progress (an aspect which will be discussed in more detail later on). In the **case of Malawi**, the baseline study took place in areas that were not ultimately object of the intervention. Due to this, there are considerable gaps in information concerning the communities on which the program actually focuses on, such as data as basic as population numbers. **In Brazil**, initial estimates regarding the size of target groups turned out to be erroneous so that it was necessary to redefine the intervention areas.
 2. Elements or actions that were not always adequate for the reality in the country. This was particularly the case **in Brazil**, where the proposal to build community-based CL Monitoring Systems or the concession of the Family Support Scholarships (FSS) were deemed inadequate given the reality in Brazil. According the stakeholders consulted, these components were included into the Logical Framework with the idea of developing common actions in both countries, however ultimately were found not to be suitable.
 3. Confusion regarding the distribution of roles and responsibilities among partners. The idea of establishing a preliminary definition of roles based on the classical differentiation between the ‘policy level (setting the standards, forging political consensus, building capabilities, generating knowledge, networking to name just a few) and the ‘direct action’ level, (more focussed in delivering products and services at community level) is not easy to

apply in this case. There are many areas of intersection between the two levels, with the awareness raising, the capacity building and the CL monitoring being the most evident examples. This separation between the policy level and the direct action level is particularly difficult in the **Malawian context** where the line that divides the two levels is not that clear. The design of policies is in some cases a bottom-up process – conceptualizing and consolidating policy into models only after this has been tested at grassroots level.

Besides the overlap, each organization has its own background and experience in the country through which they have developed their respective models. For ILO/IPEC **Malawi** this is the IABA approach that includes a series of concepts and instruments resulting from its previous experience in the country adapted for this particular context. The IABA approach includes upstream actions but it also outlines types of intervention at district and community level. Likewise, **WI's own experience** in the area means it comes with a predefined 'package' of intervention. It is not easy for the partner organizations to simply renounce what they have been doing and what they know 'works'.

Even if partner organizations are aware of the preliminary distribution of roles, in practice situations of overlapping are likely to occur during awareness, trainings, Income Generating Activities (IGA), etc. This again highlights the importance of making a thorough and common analysis of the WWW of the Program, which was not done to a sufficient extent in this case.

4. Gaps in the definition of some instruments and management tools. Another consequence of the fragmentation of the design process described above is the presence of gaps in some of the management tools. The clearest example of this relates to the introduction of a common monitoring system aimed at systematically registering outputs, outcomes and impacts. This point will be dealt with in more detail later on.
5. Issues with the synchronization of schedules. Technically, the design phase is supposed to aid in the consolidation of schedules and pace of execution among partners, however the application of different protocols may lead to different timing in the organizations' programs. This has been the case in Malawi where WI and ILO set in motion their respective projects at different points. In the case where the target communities are the same, this could generate certain confusion and in some cases, due mostly to the intertwinement of activities, could also affect the other partners' implementation plans.
6. Issues concerning the selection of areas and communities of intervention. The document analysis carried out identified a series of criteria²³ for the selection of the geographical areas of intervention, which is deemed by the evaluation team to have been done correctly. The selection was carried out by the JTI staff with a view to ensuring that the areas earmarked for intervention actually constituted part of the company's supply chain, something that is equally viewed positively by the evaluation team. Some decisions, however, were made outside the frame established by the criteria, notably that to incorporate the Municipalities of Ibarama, Lagoa Bonita and Sobradinho in Brazil. According to the information made available to the evaluation team, this addition took place at a later point (after the implementation had begun) in an effort to meet the quantitative targets set out in the baseline survey. As pointed out in part 1 of this section, these goals were based on erroneous information and resulted in an overestimation of the target group. The evaluation team believes that the decision to increase the catchment area of the intervention in order to meet the quantitative goals set was not the most adequate. The reasons for this position will be explained in further detail in the recommendations section.

²³ (1) Level of child labor in tobacco production, (2) Level of child vulnerability organizations such as government offices, non-governmental, (3) Level of involvement of local leaders in community affairs, (4) Communities' level of motivation, (5) Women's participation and integration into community affairs and business, (6) Potential for economic opportunity/income diversification in the area, (7) Participation of parents in local school management, (8) Presence of farmers' associations, cooperatives, or other networks, (9) Communities' willingness to take ownership of the project and to work towards its success and sustainability.

It should be mentioned however that during the implementation, the partners identified new criteria that would in principle enable them to refine the selection process in the future. These include the scope for productive synergies with other Government or United Nations (especially UNICEF) programs (in the case of Malawi) and the commitment by the relevant local authorities to incorporate some of the elements from the ARISE Model into the agendas of their own institutions. This will be dealt with in further detail in the recommendations section.

7. Inaccuracies in budgets: In general, the execution of budgets has been affected by delays rather than by inaccuracies but there have been some problems related with the situation described in the number 3 of this series: the inclusion of some inadequate activities or proposals for the reality of the country, particularly in Brazil. Activities like the Family Support Scholarships (FSS) were included and budgeted for the WI Brazilian but they were not executed later on. The inaccurate definition of the activities led into inaccurate budgeting. Partly because of this, some budgets lines of the WI Project in Brazil show a low level of execution.
84. With regards to the incorporation of a gender sensitive approach, the results have been unequal. The issue is mentioned in the different Project Documents and it is noted that specific data were collected during the formulation process. Gender aspects have been considered in different ways: specific actions for women as a target group, statistics, involvement in management, to name a few examples. In general, the Program can be considered gender sensitive. However, due to a variety of factors, such as the diversity of styles, the absence of a technical leading role position demanding further action in this regard and the low development of the gender approach among the local structures, the incorporation of this aspect has not been altogether as systematic or as consistent as would have been desired. A more detailed exploration of how the different elements of the Program could affect women situations, both with regard to practical issues as well as others more strategic, could have been developed.
85. Despite all the above, the partners have shown a great willingness to overcome these constraints using the different mechanisms of dialogue put in place. In this sense, the implementation approach has been quite flexible, although the process readjustments, amendments, etc. have required much time and energy so that it has not always been possible to fix the shortcomings of the design. Indeed in some cases it is difficult to reconfigure the settings of the intervention, particularly in a Program as complex as this which involves a diversity of actors from top to bottom, “the Matrix” as it was described by one of the respondents.
86. It has been reported that the issue concerning the design process has been mostly overcome in the Zambia component that started at a later point. Since Zambia was not in the itinerary of this evaluation, it has not been possible for the evaluation team to follow up on it. However, this is considered a plausible hypothesis since the Program is a learning process and lessons from one phase can perfectly be applied in the next stage.

2.1.3 Implementation: completion of activities and delivery of products and services

87. Despite design constraints and delays in the setting in motion the activities, the Program has generally managed to deliver the planned products in compliance with the criteria of quantity and quality expected. In this sense, the implementing teams in both countries have demonstrated their capabilities to adapt and mould the Program components to the local realities. In virtually all cases, they have shown first-hand knowledge and expertise in their respective subjects. The community work generally demonstrates a good understanding on the dynamics of the communities. Their experience, commitment and motivation have helped to compensate for some of the design deficiencies outlined above. Local structures such as District Commissions in Malawi and “*Prefeituras*” in Brazil, as well as workers and employers organizations, schools, youth and women associations were also very receptive and collaborative towards the program initiatives.

88. For the purpose of aiding the evaluation of the implementation process in its different components, two documents detailing the summary of achievements of the ARISE Program in each country are provided in the Annexes X and XI. With regards to the internal monitoring system of the program and its associated aspects, the evaluation team finds a very varied picture which will be outlined in detail later on. The integrated Log Frame has not consistently been used as a management tool. It has been used in the Technical Progress Reports (TPRs) elaborated by ILO to follow up on its projects on annual basis but instead ARISE has largely used alternative sub-systems in different formats. Again, this point will be considered in more depth later on.
89. Ahead is a list recounting of the delivery of products and/or services in each of the three objectives or pillars of the ARISE program plus the GTP. It is important to remember that the list constitutes a selection of those aspects that were judged most interesting from the evaluators' point of view. For more detail, see the respective referenced document in the Annex Section (X and XI).

2.1.3.1 Pillar 1: Education, awareness and child labour monitoring

90. Through the actions contained within this pillar, ARISE has conducted a series of comprehensive tasks directed at improving access to education for the beneficiary communities. Of these varied actions perhaps the most notable is the provision of technical courses (e.g. Model Farm School and Vocational Training), the organisation of after school activities (“*contraturnos*” in Brazil) and the Complementary Basic Education modules (CBE in Malawi). In each of these cases, the performance is deemed to be good, with a high number of boys, girls and youth becoming involved. Staff members were able to adapt to the characteristics and particular demands of the target groups in almost every case, in such a way that more people was encouraged to enrol. In fact, it may be said that in this respect the Program succeeds in filling a significant gap that, especially in the **case of Malawi**, was not being addressed by another program. In the **case of Brazil**, there already existed other official programs such “More Education” (*Mais Educação*) offering comparable “after school services” (*Contraturno*), however the WI project in Brazil has managed to work in synergy with these.
91. The comments of all those involved – head teachers, teachers, parents and students - are very positive in all senses, as confirmed by the evaluation exercises carried out by those organising the specific programs. In both Malawi and Brazil the MFS has been embraced by youth in the rural areas where the Program takes place, to the point where some of those that received the training went on to pursue entrepreneurial projects. **In Brazil**, the experience of MFS has probably been more successful in terms of engagement of youth and impact in family production habits. Still in Brazil, it has served to show the importance of filling an important gap in the provision of opportunities for professional training that is suited to needs and expectations of youth in rural areas. **In Malawi**, some suggestions were gathered regarding the need of revising and/or adapting the content of the Vocational Training courses to reflect the limitations of the local jobs market when it comes to accommodating skilled individuals. Indeed this is a revision that eventually will have to be done and for this purpose the organisation responsible for this activity (ILO-Malawi) has already carried out a study regarding “Vocational needs and Market Assessment”.
92. The above activities were complemented by a second group of activities aimed at facilitating access to school and a third one focussing on school performance. The first of these were applied fundamentally **in Malawi** through the implementation of the School Feeding Programs and the provision of the Family Support Scholarships (FSS). The second set consisted on the provision of resources and equipment and in the sensitisation and training of teachers to be able to identify cases of CL via the SCREAM method (ECOAR in the case of Brazil). The FSS was initially considered for Brazil but were ultimately not applied, the reason being that the WI project staff deemed that the principle of compulsory education as dictated by Brazilian law

rendered it unnecessary and even counterproductive. Generally, this second package of measures is judged to have been successful, as evidenced by the high level of satisfaction expressed by the management and teaching staff of the schools and centres that benefit from them.

93. In the **case of Malawi** specifically, it is also important to note that as a consequence of the community motivation and animation efforts and to the Community Asset Appraisal exercises organised by WI and the Outlet Services promoted by ILO Malawi certain community initiatives have emerged that demonstrate the sense of ownership of the program and the intention of working together to initiate community-driven solutions to CL issues within the community. Specific examples of this include the REFLECT adult literacy circles and the Community-Based Childcare Centres (CBCCs) which are in progress.
94. It is generally considered that the improvement in the educational environment has had very positive effects in terms of the reduction of CL in the zones of intervention.
95. As part of this pillar/component there has been a significant effort to generate awareness. Both WI and ILO, whether directly or through their associated implementation partners (MCTU and ECAM in Malawi) have carried out an extensive list of activities fundamentally directed at local structures: in the **case of Malawi**, these are largely the entities that make up community and district committees, while **in Brazil** it is the networks of guardianship of childhood/youth rights. Two broad themes crosscut this component: i) Legislation on CL in the respective countries and ii) Occupational Safety and Health (OHS). Occasionally, other themes were incorporated that reflected particularly specific needs and demands. Commemorative events and outreach activities also constitute a significant aspect of the awareness component: celebrating the global day against CL (12th June), participating in campaigns, giving talks in schools, working with various associations, editing and distributing written material, etc.
96. Another group that has benefit from the sensitisation/training activities are the Leaf Technicians at JTI, who have in all cases positively assessed the efforts. Specific mention should be given to the **case of Brazil**, where the program struck up a particularly productive synergy with a SINDITABACO initiative, the 'umbrella' association that groups the 13 main tobacco companies in the country. Through this cooperation, ILO was able to extend the training package originally intended for the JTI Leaf Technicians to a much more diverse group of technicians belonging to companies affiliated with SINDITABACO in the three principal tobacco-producing states: Rio Grande do Sul, Paraná and Santa Catarina. Ultimately then, 1,200 technicians were reached by the training efforts on the themes of CL within the tobacco supply chain.
97. In some cases, there were coordination problems among the partners regarding the distribution of target groups for awareness, however in all cases any issues were resolved in a satisfactory fashion.
98. Another important activity that makes up the first pillar is the formation of the Community Child Labour Committees (CCLCs) and the activation of the Child Labour Monitoring System (CLMS) as one of its main functions. It must be noted that while the integrated Log Frame corresponding to Brazil makes reference to both of these, they were discarded by the Program staff in the country as they were deemed inadequate for the local realities. In fact, **in Brazil** there exists a national CL monitoring system that operates on a regular basis, based largely on the incorporation of a section on the issue of CL within the National Household Survey (PNAD in the Portuguese initials). Similarly, the formation of the CCLCs was not considered particularly relevant given the presence in Brazil of a network of Guardianship Councils that fulfil a similar purpose. Although the performance of these Councils in Rio Grande do Sul is not particularly satisfactory, the Program ruled out the proposition of setting up the CCLCs and opted for strengthening the existing Councils.

99. In the **case of Malawi** however, WI and ILO have collaborated in the formation of said committees, and it is expected that by the end of the Program (December 2014), this will have been consolidated into a network of CCLCs that encompass the entirety of the Program's catchment area (20 villages). Equally, in each of the districts, Ntcheu and Lilongwe, the Program has helped to create the District Committees (DCLCs). The evaluation team held meetings with each of the DCLCs and with the Community Committees in Kampanje (Ntcheu) and Mthoyka (Lilongwe), where the members were in all cases seen to exhibit high levels of motivation and commitment regarding the efforts. Generally, they were all able to outline and justify their roles in a clear and persuasive manner.
100. It is suspected nonetheless that not all Committees created under this component of the Program are at such a level of development, this being highly contingent on the commitment and capacities of the people that make them up. Regardless of this, it does seem clear that the Program has managed to spark a dynamic of community organisation and mobilisation around CL that could have very positive repercussions both on the elimination of CL as well as other areas. These constitute structures that remain very fragile and could crumble following the conclusion of the Program, however the general feeling of the evaluation team is that clear progress has been made in this respect.
101. As has already been mentioned, one of the functions of the CCLC is to feed into the Community Child Labour Monitoring System (CLMS). The latter constitutes a robust tool that has been tested by ILO in previous interventions in Malawi (specifically, in the districts of Kasungu and Mulanje) with good results. As part of the ARISE Program, this system will be implanted into the 20 villages within the catchment area of the Program. This process has experienced some delays, mostly associated with ILO managerial constraints and staff shortages, and in the effort to clarify the functions of the system and its associated concepts has demanded extensive dialogue between two executing organisations ILO and WI. Generally, these obstacles were overcome although this required significant time and effort.
102. During the interviews with the CCLCs, the members showed the evaluation team the questionnaires²⁴ used in order to 'feed' the system and they explained the protocol that they typically follow in terms of inspection and processing of the cases. The image obtained by the evaluation team is largely a positive one, however the management of the system includes a technical component that does not seem fully owned by the district committees. Basically, it is a process that requires more time and support. The initial delays in the set out of the activities have compressed the effective time of execution to a point which is considered insufficient for a learning and consolidation process. These committees will ultimately be those responsible for managing the CLMS and obtain from it any information that could be used to assess progress, take decisions and inform public policy. In this sense, it is the view of the evaluation team that the process still has some way to go.
103. As a complement to the creation of the CLMS discussed above, the ARISE Program has been an active member of the National Technical Committee for the Malawi Labour Force Survey which is underway. The idea behind this initiative was to advocate for the inclusion of a CL section/question in the national database of the National Statistics Office. The work is in progress under UNDAF framework, and ILO and UNICEF are working together to streamline the monitoring system of the stakeholders.

2.1.3.2 Pillar II: Economic empowerment

104. The Program has equally been successful in the task of engaging women in training schemes designed to enhance their productive abilities and encourage/improve the management of small businesses (Income Generating Activities – IGA). In the **case of Brazil**, these activities were

²⁴ (i) The household questionnaire; (ii) the child questionnaire; (iii) the referral form; and (iv) the workplace questionnaire.

carried out by WI and in Malawi by both WI and ILO through their respective national implementing partners. It is observed that in both cases, the activities have been well received and new initiatives are being born out of the results of these efforts. The Brazilian Municipality of Arroio do Tigre, for example, has offered its support (in terms of space and resources) to establish a Fair where women could exhibit and market their products. At the time of the evaluation, 14 initiatives led by women participated regularly in the ARISE Fair and the possibility of consolidating this into a cooperative was under consideration.

105. **In Malawi**, a broad set of activities was developed which according to some estimates reached 500 families. In some cases, the beneficiaries of these were women and in others members of the CCLCs who were offered the training as a means to complement their involvement in the committee. This training was subsequently added to through a scheme of IGA start-ups (grants ILO and loans WI) and technical assistance for entrepreneurial ventures. Also in Malawi, the “Community Infrastructure Program” was developed whose main purpose is to create opportunities for economic and social empowerment in the communities. The picture obtained by the evaluation team is that these activities have been successful, with most people expressing a high degree of satisfaction.
106. It must be pointed out, however, that especially in the case of Malawi, there could be a certain degree of overlap, since both, WI and ILO through their respective partners are developing IGAs in the same communities and in some cases applying different criteria, methodology - such as the already mentioned start-up support: grants for ILO target groups and loans for WI ones - or sending out conflicting messages.
107. In general, it may be said that these activities do not constitute a clear economic alternative for the families – or at least not to the extent where enough income is generated to hire legal external labour instead of CL in tobacco plantations. **In Brazil**, family-based tobacco production is comparatively a fairly lucrative economic activity. According to verbal estimates provided by representatives of the Rural Workers Union and confirmed by AFUBRA managers, an average family of 5 members that devotes around 3 hectares to tobacco production can generate an income of between \$20,000 and \$30,000 a year. While these figures are not as high in **the case of Malawi**, it still constitutes a profitable economic endeavour that is hard to match by other income generating means. It must be noted, that the evaluation has not managed to obtain any data showing the percentage of women benefitting from the training schemes and subsequent capital provision who actually start up IGAs, nor of the income share (both monetary and not) that these activities have generated for them. These are some aspects that the monitoring system should seek to cover in the future.
108. In any case, from the qualitative perspective, the evaluation team has been able to establish that the activities contained within this pillar carry out an important motivational function. The fact that they are directed explicitly at women is serving to unlock interesting new family dynamics. In the strictly economic sense, the activities under scrutiny do not constitute substantial changes on the family economy; however from the cultural perspective they have huge value, as demonstrated most clearly by the increased self-esteem of the women, increased within-family dialogue (this not always being the case at the baseline) and a community that is generally more motivated and mobilised around the issues of education and childhood rights. It is believed that these effects, some of which will be analysed in further detail later on, could help in reducing CL in the communities.

2.1.3.3 Pillar III: Regulatory

109. Providing a summary of the services and products delivered by the ARISE Programme regarding this Pillar is not an easy task, given the fact that, in the majority of cases this constitutes on-going technical assistance, follow-up and permanent liaison tasks carried out by ILO with and between the institutions and various programs in motion. As such, many of the

resulting products are not palpable and easily measurable effects but much more often intangible pieces that gradually come together in a capacity building process.

110. In order to evaluate this Pillar, it would be sensible to begin by appreciating the important differences between the two countries participating in the ARISE program. As already mentioned, **Brazil has a very developed regulatory framework** and abundant programs and resources (although these are never enough) to combat CL. The Municipality of Arroio do Tigre, which represents the centre of the intervention in Brazil, has access to resources from the PETI program which is a Federal Government program for the elimination of CL and other social programs such as the Conditional Cash Transfers (*Bolsa Familia*) which could equally impact on this same objective. It should be highlighted however, that in a region that is relatively 'affluent' (as is the case with Arroio do Tigre, where socio-economic indicators are typically above the national average) it is often more difficult to have access to these types of social programs. The execution of the national plans and policies is not always as effective as desired especially at the local level, with particular challenges pending in the areas of youth and childhood; however it is clear that the general process in Brazil is at a more advanced stage than in Malawi. Another interesting point in this respect is how the Municipality of Arroio do Tigre devotes 30% of its budget to education, something which becomes evident with a simple visit to one of the schools participating in the program.
111. **In the case of Malawi**, significant progress has been made in acknowledging the problem to the point where it has become visible within the development strategies of the country (MGDS I & II). However, the Child Labour Policy remains a draft pending approval, and resources and capacities for the prevention and elimination of CL remain scarce.
112. In spite of these differences, the evaluation team considers the regulatory pillar relevant and appropriate to both countries, although the specific strategies and content of the actions must obviously differ according to the regional and local nuances of each country. **In the case of Malawi**, it is clear that ILO has for a while now provided guidance to the government and institutions such as the National Steering Committee (NSC) and the Child Labour Unit (CLU of the MoL) in introducing plans, policy, tools etc. to combat CL. Specific examples of this include the drafting of Child Labour Policy and fostering labour issues in other domains. Through the Program, ILO has also helped the government in adapting Complimentary Basic Education (CBE) curricula for use in other programs to fight illiteracy and improve the learning capacity in vocational and business skills training. Additionally, there has been a particular effort to coordinate activities with UN agencies under the UNDAF framework, to accompany and inform political debate surrounding pertinent issues such as the Tenancy Bill and the Integrated Production System and to strengthen capacities through training sessions in different formats, among other activities.
113. **In the case of Brazil**, the actions contained within this Pillar have focused more on mobilising public funding, articulating programs and institutions and providing inputs for the review and/or expansion of public policies. Part of this involved carrying out a broad capacity-building exercise directed at municipal civil servants in the fields of fund raising, project management and reporting. There has also been a proposal for a State Plan for the Prevention and Elimination of CL and the Protection of Adolescent Workers in the State of Rio Grande do Sul. Furthermore, there has been an effort to articulate activities into Civil Society Forums in order to open up a space for actors from the tobacco sector to participate, this being part of a broader effort to encourage dialogue regarding CL in the tobacco sector and reconsider the status of the professional apprentice in rural zones.

2.1.3.4 The Global Training Program

114. Within this component (GTP), the most visible output is the ARISE Technical Training Workshop on CL in Agriculture for Global Leaf-JTI, which took place in Turin (Italy) on the

24th and 25th of June 2013 with 21 participants. Besides this event, the GTP has served as a crucial means to encourage dialogue between the ILO and JTI teams at the central level, fundamentally between ILO/FPRW/IPEC and Global Leaf-JTI's Section of Corporate Affairs and Communications. Through this communication channel, it has been possible for the two organisations to discuss a series of issues and ILO has been able to assess and provide follow-up on the new programs being set in motion by Global Leaf as part of its corporate social responsibility strategy. On top of this, it is anticipated that by the time ARISE comes to a conclusion in December 2014, it will be possible to carry out further activities such as the adaptation and delivery of training material, the organisation of a new training workshop and the completion of an in-depth study of OSH in tobacco cultivation. It should also be mentioned that the GTP had to endure a budget cut from \$561,700 to \$476,700.

115. In general, the evaluation team observes that dialogue is considered the key element in this Public Private Partnership (PPP) by the parties involved (JTI and ILO in this case). The Program is an innovative and ambitious experience with great potential to yield models of intervention for the prevention and elimination of CL in any productive supply chain, not just tobacco. In this sense, it is essential and fully justified to dedicate some time to exploring the scope for collaboration and subsequently to construct some bases of mutual trust. Besides, the social strategy that Global Leaf-JTI is promoting is one of gradual construction, with stages and schedules that can never be absolutely planned or anticipated.
116. In any case, there is a feeling that the delivery of products by the GTP has fallen below initial expectations. The evaluation team is aware of some circumstances that explain this situation, such as the incorporation of the "Know Your Grower" program that somewhat 'absorbed' the purpose and justification for some of the actions initially planned for the GTP. There have been some unexpected synchronization problems in this respect. In light of all this, it could be asked whether the development of this specific program does not require a more detailed methodology of organizational development, one that is not limited to the provision of technical assistance and organization of training events and includes a more wholesome sequence of intervention towards change.

2.1.4 Governance structure of the Achieving Reduction of Child Labor in Support of Education (ARISE) Program

117. The government structure of the ARISE Program has already been outlined in the introductory section of this document. It consists of a hierarchical system of committees, each of which internally replicates the triangular structure of the JTI-WI-ILO partnership. The relation of committees is as follows: the International Advisory Committee (IAC), the Program Coordinating Team (PCT) and the Country Coordinating Committees (CCCs). Of all these, it is perhaps the CCC, the one that has most input in the direct coordination efforts, given that it meets most frequently and is located closer to the action zone.
118. Generally, it may be said that governance of the ARISE Program has not been a simple task, with coordination remaining a particular issue throughout the process of implementation. Some progress has been made with respect to the initial stages, however at the time of this evaluation exercise there still lingered some issues relating to the governing structure of the program. In the questionnaire distributed to the stakeholders in each country, the questions regarding coordination mechanisms and governing structure were the ones to receive the lowest scores. **The Brazilian case** is perhaps more notable, although it ought to be pointed out that in this case said questions were only answered by the Program technicians and managers – that is, staff working directly for JTI, WI and ILO. The question concerning coordination received an average score of 2 out of 5, with a standard deviation of 0.86. As such, there were various instances where the score was even the lowest one: 1. Regarding the governing structure, the average score was 2.8 out of 5 and the standard deviation 1.4.

119. **In the case of Malawi**, the scores are slightly higher at 3.8 and 3.6 respectively. As such it may be said that the mechanisms for coordination and the governing structure ‘pass the test’ of the stakeholders, although in this case the questions were also handed out to the technicians and managers at the implementing agencies in the country, which could have statistically skewed the results. It should also be highlighted that although such scores show a ‘pass’, they remain lower compared to the other questions which in many cases were assessed as 4 or higher.

120. The following table shows the questions and their respective average scores:

QUESTIONS	MALAWI		BRAZIL	
	Average score	Standard deviation	Average score	Standard deviation
The co-ordination mechanisms between and among partners have been effective and there are visible examples of synergies and complementation between the ILO and WI components of ARISE	3,8	0,86	2	1,07
The joint governance structure of the ARISE program has been effective in the follow-up of the activities, the communication between partners and the decision-making.	3,6	1,14	2,8	1,4

121. Notwithstanding the interpretations given to the data above, it’s clear from the observations made by the large number of people consulted throughout this evaluation that a situation of certain discontent regarding the issues of governance and co-ordination is present.

122. With regards to the CCC, there is a general perception that it acts as a space to share information but not necessarily as a space for setting technical guidelines, agendas or making executive decisions concerning implementing issues. In fact, the PCT is not really considered to fulfil this function either, or at least not clearly, and the perception is that it is somehow blocked by its member’s institutional constraints. The participation and involvement of the organisations in the committees is somewhat limited by their need to coordinate vertically with their respective headquarters – this being precisely the dynamic of coordination where guidelines are set and models are adopted.

123. In a few cases, the expression “*impermeability of the models*” has been used to refer to the difficulties faced by the respective committees to take decisions that effectively change the way that things happen. Besides, the organisations are considered to occupy the same ‘rung’ on the ladder, so that they are obliged to respect each other’s autonomy. While the committees are indeed spaces of dialogue, many believe that this is particularly limited and not necessarily executive. Additionally, in the case of the CCCs there have been some difficulties in maintaining the regularity of meetings, in that there have been periods of 4 to 5 months without any meetings even though they are supposed to meet monthly.

124. At this point, it seems appropriate to briefly summarise the strengths and weaknesses that have been collected about the partnership structure. This list was put together using the opinions of the actors consulted, and it is generally believed that these represent a high degree of consensus.

1. Strengths of the partnership structure:

- Variety of resources available: extensive knowledge about the problem and methodologies available. The partners have brought in different areas of expertise. ARISE has put together a wide variety of resources, at national and international level; at upstream and downstream level.

- Opportunity for dialogue, reflection, generation of knowledge, leverage, visibility involving representatives from different sectors. Potential innovative and strategic line of action for PPPs.

2. Weaknesses of the partnership structure:

- Difficult integration of structures, concepts, models and mandates: In practice, as has been discussed in previous paragraphs, it is difficult to avoid overlapping, gaps, co-ordination and communication problems. Unless the partners decide to create a new model with a completely new definition of activities and roles, the idea of putting together two existing models is likely to be problematic. There will always be areas of intersection difficult to manage.
- Presence of many layers (the Matrix): Each of them with its internal co-ordination issues. There are also some doubts on the cost-effectiveness element. The situation is perhaps more visible in Malawi where there is a concentration of 4-5 implementing national agencies working in a particularly localized area: 20 villages²⁵. These national agencies are being supervised by the 3 international partners of ARISE. On the one hand, it is of course important to involve as many local agencies as possible, in the sense that this is a way of building capacities. On the other hand however, it represents a complex and costly structure. Technically, the program of activities corresponding to Pillars 1 and 2 in Malawi could be implemented with a smaller structure. The monitoring activities, for example, could require 1 or 2 officers while at present each organization has its own monitoring officer. The presence of different organizations is an asset in many senses but it also increases the co-ordination needs and results in additional costs.
- No clear synergies at implementation level: Synergies are seen mostly as possibilities/potentialities; in practice it's not easy to see real exchange of knowledge, tools and examples of application of each other's instruments. There are some examples of synergies, such as the integration of the JTI Leaf Technicians in the sensitization activities; however there are areas, such as the use of the DMBR in Malawi where the complementation between partners did not materialize.

125. In the opinion of the evaluation team, the above observations reflect true situations, insofar as they constitute either strengths or weaknesses. Indeed, they represent different angles on the same reality and are the expression of divided opinion on the triangular structure that has been put together in order to execute the ARISE Program. Very generally and with some exceptions, it may be stated that the most positive opinions come from the management level, while the most negative from the implementation level. There exists a viewpoint from which the potential of the ARISE partnership is seen as very valuable, an added value in itself, while from another there emerge a certain level of dysfunction which usually requires a lot of time and energy to repair. In a way, these constitute two sides of the same coin: the feeling of ARISE ownership and the feeling of ARISE fatigue.

2.1.5 *Monitoring: direct beneficiaries and project monitoring*

126. Analysing the monitoring system requires directing attention to various distinct areas. Firstly, it is important to consider the monitoring of the direct beneficiaries: the registration of cases of withdrawal and prevention from CL. Then, there is the internal monitoring system that follows up on the services delivered (Intervention Performance Monitoring), on the effects triggered (Outcome Monitoring) and at a later date the contribution to wider "systematic change" (Impact Monitoring).

²⁵ It must be noted that initially the ILO action programmes in Malawi targeted only 10 villages except for the CLMS which cover the 20 villages. This was due to budget restrictions. A latter addendum allowed ILO to expand to Outlet Services as well to the 20 villages.

2.1.5.1 Monitoring of direct beneficiaries

127. The establishment of a common system to monitor the direct beneficiaries for the ARISE Program in its entirety has been the object of discussion and debate among the WI and ILO partners. Firstly, there was a need to clarify the difference CL monitoring vs. project monitoring, which has been generally achieved. Secondly, it was also deemed necessary to establish a basic consensus between the partners on the concept of withdrawal and prevention. As for this second aspect, the evaluation has found that the situation shows different features in Brazil and Malawi. .
128. **In the case of Brazil**, the process is at present in a sort of impasse, since it was decided not to use the concept of withdrawal on the basis that, in the context of family-run agriculture, CL does not have a clearly identifiable “entry point” and “exit point”. Children and youth take on tasks around the household in a discontinued fashion depending on the season and multiple other factors. Instead, the Program technicians and managers judged it more appropriate to use to concept of CL reduction.
129. The reasons behind this decision are considered by the evaluation team to be convincing, however at this point it is important to remember that Brazilian legislation is very strict in this respect, so that it is not clear whether one can speak of another concept that is not explicitly CL elimination. Using the concept of reduction constitutes a tacit assumption that young boys and girls could still continue to work, they will work less but they will still work. In this respect, then, the evaluation team considers that this question ought to be devoted a careful analysis of its legal implications.
130. Opting for the concept of reduction did not come with any concrete proposals on how to measure this reduction. In the section on effects and impacts, the evaluation team will present some qualitative approximations of this and in the recommendations a proposal is given on how to define and subsequently measure reduction of CL. Still in the case of Brazil, the program has stuck with the concept of prevention which will be established upon the reception of services by boys/girls. Those who receive any type of product/service from the ARISE Program are considered to have been ‘prevented’ from entering into a situation of CL. It would be advisable, however, to conduct some sort of previous assessment in order to establish the degree of vulnerability of the children/youth before they are considered prevented. Would all those who receive the service actually be at risk of engaging in CL?
131. **In Malawi**, the picture obtained by the evaluation team is again one of asymmetry and fragmentation. It was not possible for the Program to construct a joint system, shared by ILO and WI, which could have been taken as example of synergy and optimization of resources. ILO sought to use the usual model in its action programs: the DBMR system, which had already been tested and adapted to the specific conditions in Malawi. This system had also been approved and endorsed by the Ministry of Labour with the idea of enabling comparable data base development. The system has been implanted and is being applied to the project developed by ILO. As has been already said, ILO/Malawi has faced some managerial constraints and staff shortages that caused certain delays in the monitoring, collection and processing of information but thanks to the experience gained in previous interventions it has been possible to recover and put the system into motion.
132. On top of this, WI constructed its own, different database, which encountered some problems and was under revision at the time of this evaluation, together with the monitoring tools. Unfortunately, it has not been possible for this evaluation exercise to fully establish if both databases are using the same criteria to register withdrawal and prevention. WI officers assert that their database applies the same criteria that ILO’s DBMR but ILO officers suggest that the application of the DBMR criteria requires a period of training which was not undertaken in this case because it was not planned and no resources were allocated. The evaluation’s assessment is

that there has been some progress towards a common understanding of the concept of prevention and withdrawal but the collection and monitoring mechanisms are different, which might be indicative of some differences in the way that cases are being registered.

133. On the other hand, although the Community Child Labour Committees (CCLCs) have been guided to direct the questionnaires either to WI or ILO depending on the service which has been provided to the child, it cannot be ruled out that some cases might have received more than one service and therefore can have been recorded by both organizations. It would have been desirable from several points of view to have a joint monitoring system of direct beneficiaries.

2.1.5.2 Project monitoring

134. In this section, we analyse both how the Program has followed up on its actions and any subsequent effects of this. As has been noted, the monitoring systems are normally structured into three levels or categories: Outputs (What was done?), Outcomes (What happened?) and Impacts (What changed?). It is generally agreed that the system applied in the ARISE program has not responded satisfactorily in providing the information required in those three tiers. Again, the outcome of this was a series of sub-systems that are fragmented and incomplete.
135. The logical framework, while featuring an ‘outcomes’ level, has mostly included indicators that refer exclusively to the ‘outputs’ and many of them without meeting the SMART²⁶ criteria. It is observed that in many cases the implementing organisations use valuable databases and apply quality tracking instruments. There have been efforts of a varied nature such as the recent study commissioned by ILO Brazil to the Group of Social Research (NUPES in Portuguese) at Santa Cruz University as an effort to systemise and evaluate the actions of the ARISE program in Arroio do Tigre. Also **in Brazil**, WI has solicited a monitoring proposal from an external consultancy. These initiatives are all in the right direction but there are some issues difficult to overcome, being the absence of a specific baseline an example of this. The reality persists that to this day the analysis and consolidation of data and information concerning the achievements and impacts of the ARISE program remains a challenge.
136. The evaluation team believes that the shortcomings of the internal monitoring system are associated with the gaps previously outlined regarding the design process. Indeed it is at this stage where both partners and stakeholders should analyse and discuss all aspects related to the establishment of a monitoring system. A review of the most common manuals usually refers to the setup of a monitoring system in terms of answering the following questions:
 1. What information should be used? This would normally require the anticipation of the milestones and benchmarks that the process has to follow; the sequence that has to be monitored. In which areas the deliverables of the program are expected to trigger effects? What could those effects be?
 2. What is the starting point of those areas that the program intends to monitor? i.e. The baseline.
 3. Who will be collecting the information? Project staff, project participants, community members and leaders.
 4. How will monitoring information be collected? Which methods and tools for the gathering of the information are to be applied? Outputs normally require registers but outcomes and impacts might require mini-surveys.
 5. When will information be collected? What is the most appropriate frequency?
 6. Who will organize and analyse monitoring information? There might be a need to establish some rules regarding this, particularly when various organizations are involved.

²⁶ SMART: Specific, Measurable, Achievable, Relevant and Time Bound.

7. How will the findings from monitoring be used? What other mechanisms will be established to ensure that findings from the monitoring influence the way that the program is run?
137. Generally, it may be said that the design phase did not include a substantial discussion of the above aspects, at least considering the ARISE Program in its entirety. Instead, it seems as though each component developed its own subsystem without the integrated logical framework acting as a unifying element. At this point, it is important to note that the logical framework structure has largely not been used as a management tool, neither for the programming tasks, in general, nor for the monitoring efforts in particular. Apart from the annual TPRs delivered by ILO, no other instance has been observed where the structure of outcomes, activities, indicators anticipated by the Logical Framework has been used. At one particular point, the program adopted the format of the Key Performance Indicators (KPI), however the evaluation team believes that these do not compare to the Logical Framework structure, nor does it satisfy the information needs of a comprehensive internal monitoring system. The KPIs constitute an extensive yet not always uniform series of data that give an idea of the volume of activity but do not provide a clear picture of the actual impact produced by the ARISE program.
138. Furthermore, it may be added that the logical framework has not been used as a management tool because it was not properly owned by the partners. Generally, although especially in the case of Brazil, the Log Frame was not considered of sufficient quality to guide the management of their respective project. There was a loss in confidence in the tool, a fact that encouraged the emergence of alternative mechanisms and sub-systems, many of which respond only to very specific management needs. Indeed, among the projects documentation some valuable tools were identified for accompanying the community work, and it is appreciated that there have been instances of reflection and analysis regarding the work carried out and the dynamic in operation. Various examples in the line of “successful stories” have been documented and presented to the public, however they largely constitute only partial efforts that cannot be taken as representative of the effects and impacts of the ARISE Program in its entirety.
139. With regard to the **reporting scheme**, the Program has had to face also the problem of contrasting models between partners. Finally, a common synthetic model has been agreed which is produced quarterly. Besides, each partner prepares its own extended version on annual basis. In principle, it seems that this scheme is satisfactory to the partners and addresses the donor information needs. The evaluation team believes, however, that would have been desirable to have a common reporting outline following to the structure of the Logical Framework. However, the problems described in the previous paragraph regarding Logical Framework explain that this has not been the case.

2.1.6 Potential effects and impact

2.1.6.1 Contribution to the Program development objective

140. The documentation of the ARISE programs read that it “*forms part of a JTI strategy to contribute to eliminating CL in the global supply chain*”. In quantitative terms and in comparison to the magnitude of the problem in both regions, the achievements of the Program in this regard are obviously modest. Nevertheless, analysing the extent to which an intervention such as this one contributes to the prevention and the elimination of CL in the supply chains of tobacco requires a more balanced approach. Using only the quantitative dimension constitutes a very narrow and partial analysis. It is clear that a Program of this nature and dimension does not in its own right achieve significant objectives in the elimination of CL but it can certainly work towards those ends, acting as a milestone in the process. It is for this reason that the analysis is about “potential effects and impact”, and this evaluation aims to measure changes and transformations around the *social and economic factors that drive small-holder tobacco farmers to involve children in hazardous work*, changes that, even if still budding, could in the future aid in the battle to reduce CL in the tobacco supply chains.

141. The first step is to assess the progress made with regard to the immediate objective of the Program. This was described as “*to accelerate progress in the elimination of CL in tobacco growing communities, through education*”. Firstly, this can be assessed using the set of indicators described in the Log Frame. For this purpose, two documents have been included in the annexes section (Annexes X and XI) with the latest figures available. For the reasons which have been explained above, the use of the Log Frame has not been as widespread and extensive as expected and there are a few gaps in the figures.
142. The Program has been able, nevertheless, to generate some data concerning direct withdrawal and prevention. Data Bases from ILO and WI in Malawi indicate that in this country 590 children have been withdrawn from CL and 1,906 have been prevented from entering it. In Brazil the concept of “withdrawal” has been ruled out and the Program has just worked with the idea of “prevention”. According to the WI database, 899 children have been prevented from entering into CL in the country. Those figures, however important, only reflect (at least in the opinion of the evaluation team) an immediate effect clearly associated with the intervention. It is also important to assess which other dynamics and effects have been triggered in the institutional, cultural and socio-economic environment of those geographical areas covered by the Program.
143. It is important to note that beyond those figures, in both areas of intervention, there is a clear perception of a trend towards reduction. The evaluation team is generally in agreement around this point. **In Brazil’s case**, there has been a convergence with external positive factors working in the same direction, such as a more advanced process for the introduction of new technologies and productive diversification, a more developed regulatory frame (such as the compulsory education) and more institutional capabilities. It has not been possible for the evaluation team to establish the scope and dimension of this reduction but it can be said that the trend is present.
144. Continuing in Brazil, some of the families interviewed referred to a 50% reduction in the time spent by children working. Comparing figures between generations, parents recalled that for their generation the standard work load for a child was between 20-30 hours a week (depending on age) and in some cases leaving school at the age of 11-12, after completing the basic compulsory level. Nowadays, they referred to a 10-hour workweek (mostly during the harvest season) and virtually no school desertion. Comments by representatives of producers, unions, Leaf Technicians, etc. all point in the same direction. They also refer to a later incorporation, children do not start working in the properties before the age of 10. This view is confirmed by the result of the last Household Survey which revealed that CL in the tobacco sector had been eradicated for age group between 4 and 9 years old.
145. In Malawi, respondents didn’t produce the same level of detail but they confirmed that the trend is a similar one. This trend of reduction is not, obviously, the exclusive achievement of the ARISE program but it can be said that in those geographic areas of direct intervention²⁷ it has made a unique contribution. It remains a challenge for the Program in a possible new phase to establish the magnitude of those changes in a more quantitative and precise fashion.

2.1.6.2 Other dynamics and effects triggered by the Program

146. In the following paragraphs a series of dynamics that the evaluation team has been able to identify among people, communities and institutions will be presented. Those dynamics are mostly in the socio-cultural, institutional and economic domain and their identification is mainly based on a qualitative analysis. In general, however, there is a clear association (cause-effect relationship) with the activities carried out by the respective actions of the Program. It would be far-fetched to assert that they are exclusively effects of ARISE, however it is evident in every

²⁷ 10 villages in the Ntetchu district (Malawi) 10 Villages in Lilongwe district (Malawi) and the Municipality of Arroio do Tigre in Rio Grande do Sul (Brazil). In this country 3 additional Municipalities have been incorporated at a latter moment (Sobradinho, Ibarama and Lagoa Bonita).

case that the Program has made steps in that direction. Most of them are also common effects to both countries, Malawi and Brazil, and therefore will be presented in the form of a joint comment. There will be, however, further notes to refine the assessment to the specifics of each country when this is deemed necessary.

147. The following is a selection of those dynamics:

- Engagement in education: People's testimonies suggest that the perception regarding education has changed for the better; there has been an increase in the value/importance that families ascribe to education and technical training processes (in particular for young people). Directive and teaching staff in those areas directly covered by the Program refers to a sustained increase in enrolment rates - particularly noticeable **in Malawi** - and a decline in the rates of absenteeism and dropouts²⁸. Teachers confirm that there exists more interest in other educational and extra-curricular activities as well. In Malawi, an expression of this could be the promotion of community-led initiatives such as the Community Based Child Care and Adult Literacy Centres; **In Brazil** there is a higher appreciation of the role of the school in the community and its importance to promote community initiatives. Management and teaching staff show more motivation and initiative. Local authorities recognize gaps and inadequacies in the educational offer for young people in rural areas.
- Awareness about CL and its risks: A more thorough KAP analysis (Knowledge – Attitudes and Practices) would be required but there are several instances which demonstrate the change in mentality: (i) Differentiation between CL and child help; this has been produced in both countries but in Brazil in particular families pointed out that the Program has helped them to recognize the presence of CL in their productive practices. Cultural barriers prevented them from recognising the existence of CL; (ii) Better understanding of the risks involved in CL and the applicable normative; (iii) Communities show signs of rejection of CL (example of Kanguzi – Malawi)²⁹; (iv) Leaf Technicians confirm that families have changed their perception about CL; and (v) The change of mentality/culture at the institutional level is manifest.
- Other changes in cultural and socio-economic paradigms: (i) Particularly **in Brazil**, which is increasingly experiencing a rural exodus process. Through the MFS, the Program has helped youngsters to have a more positive view of rural life; (ii) Young people are more involved as entrepreneurs in family productive issues. They are becoming an instrument of innovation in the properties. The program has opened avenues for an intergenerational dialogue (Brazil); and (iii) It has also triggered the discussion of gender roles. There are signs of women being empowered: testimonies of higher self-esteem and increased self-confidence in their abilities, appreciation of their roles, more dialogue within the family are but a few examples of this.
- Income – Job opportunities: There are examples of households where there have been improvements but establishing the magnitude of these is more difficult. Some questions are still to be addressed, particularly the presence of market and value chain. IGA has had more impact in changing socio-cultural paradigms and increasing motivation (see above) than in generating economic alternatives. Vocational Training (Malawi) has generally engaged young people but markets and job opportunities in rural areas are limited. Increased productivity in tobacco farming has not been included as an outcome of the

²⁸ Reports of an increase in the enrolment rates and a decrease in drop-outs rates are mainly based on verbal statements produced by teaching and directive staff of the schools visited. In Malawi, some more specific data have been provided to the evaluation team by one of the implementing organizations (CRECCOM) but they are not completed and therefore it has been decided not to include these in this draft. The evaluation team has asked WI teams in both countries to collect official information on this regard but this was not ready by the time this report was to be delivered.

²⁹ Kanguzi is a community where there was high incidence of Domestic Child Labor. Families from nearby urban areas used to recruit domestic child laborers. It has been reported that families after the project intervention rejected that practice

ARISE programme and therefore no data have been collected in this regard. This is, however, one of the main purposes of the Leaf Technicians network and other programs promoted by JTI (Agricultural Labour Practices, Know Your Grower Growth Community Program)

- Empowered communities: This is particularly visible **in Malawi** where the Program has been more active at community level. There are examples of community initiatives being promoted such as the Adult Literacy groups and the Community Based Child Care. Likewise, there are signs of more motivation, increased self-esteem and more abilities. The communities have also improved the communication with district structures and networks.
 - Institutional and regulatory framework:
 1. At national and policy level: It is difficult to associate improvements exclusively with ARISE but there is enough basis to assert that the activities promoted by ARISE already described in 2.1.3.1 Pillar 3 are having an impact on the development of policies and plans, **particularly in Malawi**. Another interesting example of impact at this level has been put forward for some of the ILO partners and constituents in Malawi (MCTU and ECAM) who recognise that the Program has helped them to become credible actors in the issue of CL, in this sense continuing what SNAP had started. **In Brazil**, the regulatory framework is well developed but the ARISE programme is conducive and instrumental in facilitating the dialogue around CL in the tobacco sector as well as improving the understanding of CL in rural areas and generating inputs for the regulation of an apprenticeship scheme suitable for rural areas. Reactivation of the Guardianships Councils in the Municipalities, a system which has not been very successful in RGS. There are examples as well of how the CL is being mainstreamed in different areas: Training of AFRUBRA technicians (600) on irrigation organized by the Secretariat of Agriculture of Rio Grande do Sul will include a module on CL.
 2. At local level (district and municipalities): There are signs of change in the institutional culture: recognising CL as a problem, gradual abandonment of old paradigms in favour of new ones, new visions, a greater disposition for collaboration with other actors, greater awareness by officials (social municipal services, health, education), commitment to the CL cause. It seems clear that, even if this was an issue that was already represented in legislation, institutions had not fully registered the scale and severity of the problem. There are also examples of more capabilities, better instruments and tools to deal with the problem. **In Brazil**, officials from 10 Municipalities have undergone training regarding fund raising, project management and reporting. As a result of this, 1,5 million Brazilian Reais in projects have been raised or leveraged.
 3. At community level: bylaws have been enacted by Traditional Authorities in **Malawi**. In both countries there is an increased awareness of rights, better understanding in the community about the content of the law and its importance and the recognition of people, particularly children and young people, as subjects of rights. There are also signs of bigger engagement of youth and women associations on the issue of CL (**Brazil**).
148. Based on the above, the ARISE Program is judged to have had a significant impact in those geographical areas of direct intervention. Some of the respondents described the Program as a “High Impact-Low Scale” intervention and the evaluation team fundamentally agrees with that description. Indeed, most of the information gathered during the field work stage points to the conclusion that the combined formula that the Program has applied in each case has yielded good results to those local communities and expanded areas that have directly benefit from its actions. Some questions might be raised concerning the cost-effectiveness and the scalability of the model, particularly in Malawi where the juxtaposition of the ILO and WI packages has resulted – from the evaluator’s point of view – in an over-comprehensive package. Apart from these questions however (this report will deal with them in the following sections), there is no

doubt that the ARISE program has had a substantial impact on those communities where it has intervened.

2.1.7 Sustainability

149. As is usually the case, the sustainability analysis presents a diversity of pictures and situations depending on the component under review. In this case, the fact that the Program is being implemented in two very different geographical areas is perhaps the most obvious reason for this diversity. The different approaches of the partners equally add diversity to the picture. It is observed, for example, that each organization has its own approach towards the management of sustainability, not necessarily opposite or exclusionary but representing different emphasis. For the ILO, the sustainability strategy is a requirement of the design; anticipating the path towards sustainability is a routine embedded in the protocols of the organization. For WI, meanwhile, the approach is more developmental, a question of finding adaptive mechanisms. Despite these differences in approach, the evaluation has been able to establish that managers and technicians involved in the implementation are aware of the implications and demands of the program in terms of sustainability. Some examples to support this statement are the implementation of the Community Assets Appraisals by WI and the Community Infrastructure Program by ILO in Malawi. Both actions aimed at reinforcing the sustainability prospects of those dynamics set in motion by the Program.
150. In some cases the ideas shaped out point towards linking the outcomes and processes promoted by the Program into the dynamics of existing structures or the policies. Obviously, this strategy shows very different prospects in Brazil than in Malawi. In the first case there are some realistic possibilities of establishing those links, whereas in the second everything indicates that this might be the assumption of the best case scenario. This comment will be expanded shortly. Some other processes or outcomes are expected to be integrated into the dynamics of the communities. Awareness, for example, is a self-replicating process, in that knowledge about legal issues, enacting of bylaws by local or traditional authorities etc. could continue with its own dynamic. Other processes – particularly in Malawi – such as the vocational training, IGAs, the CCLC, the CLMS are meant to be supported by the Outlet Services but the possibility of this option, according to the opinions gathered from CCLC members, is still limited and fragile. Basically, it is a process that requires more time and support. The initial delays in the take-off of the activities have compressed the effective time of execution to a point which is consider insufficient for learning and consolidation processes.
151. Overall, the analysis of sustainability shows very different outcomes in Brazil and in Malawi. In the following paragraphs, these differences are presented in three blocks: i) political and institutional aspects; ii) financial aspects; and iii) cultural aspects.

2.1.7.1 Political and institutional aspects

152. **Brazil:** At the political and institutional level, the dynamics are much more favourable in Brazil and, as a matter of fact, the evaluation team believes that the challenge for a potential new phase of ARISE in this country would be how to expand the model within the existing structures a capabilities. There is still room to improve or review some components of the existing policies, plans and instruments but the focus should be on how to link the ARISE model with those policies to achieve its effective implementation at the local level.
153. The evaluation team has identified a number of Programs, some from governmental institutions such as PETI, More Education (*Mais Educação*), *Bolsa Família* (A conditional Cash Transfer Program) PRONATEC (Access to technical Training), Agribusiness, Irrigation, Diversification, the rural extensionism Program EMATER (the last four from the Government of RGS), Social and Educational Programs from the Municipalities which together with other programs from private institutions in the tobacco sector, like SINDITABACO and AFRUBRA, construct a

realistic scenario of opportunities for ARISE. Besides this, there is a structure of Committees of Rights Guardianship (*Conselhos Tutelares*) whose performance has not been very good so far but could be re-launched to better fulfil their mandate.

154. **Malawi:** The snapshot is not the same in Malawi. Local institutions express political will but the possibilities to establish links and connections with existing and effective programs are still very limited. Clear expressions of this are the delay in the approval of the “Child Labour Policy” which has been in draft for the last 5 years and the difficulties that the Government is encountering in financing its “Decent Work Country Program” (DWCP). There is also a Social Protection Program with 5 components³⁰ but its level of implementation at district level is very low. Stakeholders generally admit that the country will still need some more time to develop its models and build its capabilities. Besides, there is certain risk of political instability which could affect the continuation or at least the pace of implementation of some policies. Although CL is a domain around which consensus and the will to act is easily generated, it is not immune to the political atmosphere of the country. In this way, from the political and institutional perspective, the point when an intervention like ARISE could rely on the local programs and institutions to absorb its proposals or models still seems distant. There are some possibilities that deserve a thorough analysis (more on the recommendations section) but, in general, the institutional bases are still weak and in need of external support.

2.1.7.2 Resource and financing aspects

155. The analysis of the resource and financing aspects shows some resemblances with the previous section.
156. **Brazil:** It is observed that Brazilian institutions (public and private) are in better financial position to undertake initiatives in line with the ARISE proposal. Resources are always limited but, as the training of officials from 10 Municipalities in the Micro-region of Santa Cruz has proved, there are opportunities available in the country to raise and/or leverage funds. Stakeholders in the country believe that the resources factor is not a critical one for the continuation of the ARISE model. The key factor is for most of them what in Brazil is called “articulation of public policies³¹”.
157. It seems clear that the continuation of the ARISE programme in its full extension is an improbable scenario, unless the tobacco industry judges that its continuation is a worthwhile option. The most probable scenario is that some specific elements of the model could fit into existing programs and budgets. ARISE has set in motion some initiatives in Arroio do Tigre that the Municipality is willing to take on. While this is a reasonably good outcome, the challenge remains for ARISE to expand the model without disjointing it into many pieces which, even if active somewhat lose its internal logic and therefore sight of the ultimate goal - the prevention and elimination of CL.
158. **Malawi:** On the contrary, the resource and financing aspect for Malawi certainly represents a major constraint in terms of sustainability. In line with the argumentation of the previous paragraph, the very limited resources available for the implementation of basic policies makes it very difficult for a Program like ARISE to connect or integrate its model into the existing programs. Besides, and mentioned before, the Program in its present format represents an over-comprehensive intervention providing a very extensive list of services in a much localized area. Its impact is high but the possibilities for it to be mainstreamed as a whole into the existing programs and budgets look limited. In this context, it would be difficult to think of a sustainability strategy that is not contingent on the continuation of financial support for some

³⁰ (i) Social Cash Transfers; (ii) School Feeding; (iii) Micro-Finance; (iv) Public Works; and (v) Monitoring and information Systems.

³¹ “Articulation of policies” in this case refers to a combination of mobilization and leverage directed at the local public institutions.

time. Indeed this element is crucial for the continuation and expansion of the dynamics set in motion by ARISE. The actions carried out by ILO under Pillar no. 3 are judged to still be necessary in the short term. However, it must be pointed out that the continuation of external support constitutes an aspect that is necessary but not sufficient, in that it would also be imperative to refine the model so that it can be more easily adopted at the local level. Some specific elements of the ARISE strategy such as the community infrastructure programmes (service outlets) which aim at strengthening the resource mobilisation at community level, are considered to be the right strategy in the mid- to long-term but at this stage they are not capable of fulfilling that role. It would be important to anticipate some scenarios to illustrate the feasibility of the service outlets.

2.1.7.3 Cultural aspects

159. With regards to cultural aspects, it is evident that the program will have to face significant challenges, but the assessment of the evaluation team in both cases is that the program is managing to break through the cultural barriers. The Program, in general, is using a persuasive approach to encourage debate on what constitutes learning/training activities and what is considered to be detrimental to the healthy development of children. Some testimonies, which may be found in the intermediate reports, reveal some progress in this respect. Specifically, these consist of declarations made by families whereby they would be willing to reassess the cultural patterns around them in order to offer a brighter future for their children. Progress is slow, however it is observed that any cultural change, once triggered tends to have self-replicating effects, even in the face of resistances.

Section 3: Conclusions and recommendations

3.1 Conclusions

160. At this point the conclusions of this evaluation will be put forward, many of which have already been alluded to at other points throughout the document, such that this section represents more of an ordering and synthesis exercise.
161. It would be appropriate to begin this section with a reminder that the ARISE Program constitutes a very complex intervention from many perspectives: it deals with what is a multi-faceted and complex issue itself (CL), in the tobacco sector, in various very different geographical and socio-cultural contexts and has multiple stakeholders in an attempt to bring about an innovative model that tackles CL in supply chains. All of these factors have been discussed at various points throughout the report yet it is important to highlight them once more, as understanding the inherent complexity in turn sheds light on the concluding remarks that will be made ahead.
162. The first point that ought to be made is that the evaluation of the ARISE Program cannot be made in a reductionist way; it is very difficult to synthesise in a few words its performance and/or achievements. Giving an accurate image of what the ARISE Program requires making many nuances and considerations about its different components. In the general sense, the evaluation team considers the partners to have correctly managed this complexity and ensured that the Program broadly delivered quality products and services to the benefiting target groups. The results of the questionnaires distributed to the stakeholders – found in the Annex XII – largely offer a very positive evaluation of the different aspects of the program: its relevance to the target groups selected, its success in delivering products and the impact on its immediate surroundings. While there are of course some more specific points which could be improved, this does not at all detract from the overall positive evaluation of the Program that was given.
163. The conclusions are structured into three blocks: the strengths, the shortcomings and the challenges. It should be pointed out that these are presented in a synthetic manner and broadly refer to the ARISE Program as a whole. Whenever necessary, reference will be made to the specific case in each country.

3.1.1 *The strengths of the ARISE Program*

164. The program constitutes a very positive initiative that has lent continuity to the efforts against CL already in motion in each country, at the same time as allowing for the incorporation of more specific elements that are associated with CL in tobacco supply chains or in the family-based agricultural sector. **In Malawi** for example, the Integrated Area Based Approach (IABA) previously applied by ILO in the country was replicated and within this, some issues such as capacity building, Child Labour Monitoring, awareness-raising and the discussion on the most crucial issues (Tenancy Bill, Integrated Productive System) were boosted. **In Brazil**, the Program has served as a means to strengthen the effective implementation of Federal Government policies regarding childhood and adolescence in the Rio Grande do Sul State where cultural barriers have typically acted to hinder the process. Also in Brazil, the ARISE Program has been instrumental in encouraging dialogue on CL in the tobacco sector, a debate previously plagued by polarizations and preconceptions of a diverse nature. In both cases linkages with national plans and policies may be observed. In some cases, the Program has contributed to the efforts to construct these policies (Malawi), while in others it has helped in their effective application (Brazil).
165. On top of this, ARISE constitutes an innovative experience in tackling the rather complex issue of CL in the tobacco supply chain. It reflects in itself a rather positive confluence of institutional

wills and it is built on sound technical foundations. It has enabled the set-up of a broad partnership that brings together a wealth of expertise from a range of organizations at the national and international level. The two main executing agencies, WI and ILO, have had dilated trajectories in the fight against CL as well as a significant store of technical resources. It is this know-how regarding the issue that has proved to be the key element and which, according to many stakeholders, has enabled the program to overcome the innate difficulties of any innovative experience and push forward with the ambitious package of activities.

166. The fact that the Program is part of JTI's broader strategy is also valued by the evaluation team. As discussed earlier, the integration of the Program within a broader frame of interventions which has on its own a medium and long term perspective is something that strengthens the Program relevance and increases its potential impact. The possibility of establishing synergies with other initiatives at JTI such as ALP or KYG constitutes a strong point of the Program. Throughout the evaluation it has been possible to verify there exist many points of linkage and mutual reinforcement among these.
167. In the same line as the above, the evaluation team highly values the inclusion of a Global Training Program (GTP) through which to introduce mechanisms in the different management and production levels of the company for preventing CL. While the subsequent execution of this program has encountered setbacks of a diverse nature (which have already been mentioned), as a concept the GTP is considered to be innovative and ambitious proposition.
168. Regarding the delivery of products and services, the Program has managed to deliver a broad list of products and services in spite of the shortfalls in the design and in compliance with the expected standards of quality and quantity. The performance of the program at the different territorial levels (communities, municipalities and districts) has been highly satisfactory in each of the three pillars. In the main body of the report there is a more detailed account of the achievements of the Program with specific reference made to each of the two countries. To summarize:
 - The Pillar on Education and Awareness has in all cases achieved a high degree of success. The activities have helped to fill significant gaps and the different teams have known how to make them meet to the real needs and demands of people if/when this was deemed necessary. It is also important to highlight the efforts to introduce the Community Child Labour Monitoring System in Malawi.
 - Under the Economic Pillar, a wide list of services (training, start-ups, technical assistance, etc.) has been delivered. The level of satisfaction expressed by the members of the community regarding this component is equally high. It is observed, however, that the activities within this Pillar have had, according to the subjective assessment of the evaluation team, a greater impact on changing socio-cultural paradigms and generating enthusiasm than on providing economic alternatives. Further surveys would be needed to better assess the economic impact of this Pillar, particularly in Malawi.
 - Finally, with regards to the Regulatory Pillar, while it has not been easy to recount the products and services delivered, it may be said that in both countries significant follow-up and assessment efforts regarding the construction and execution of plans and policies have been made. For more detail on this, please see the description in 2.1.3.1 in both countries, the receptiveness and openness to collaboration of the communities and institutions is considered to have been extremely high.
 - Therefore, in relation to the GTP, the ARISE Program has set in motion an interesting line of work which, even if still to consolidate and bear more fruit (to this date, only one training event has taken place), is judged to have serious potential to become a key component of future Public Private Partnerships (PPP).

169. The **effects and impacts of the Program activities** in the areas of intervention are also considered very positive. In the corresponding section of this report there can be found a review of the different dynamics generated in the beneficiary communities and institutions. This review was structured as follows: i) Engagement in education; ii) Awareness about CL and its risks; iii) Other changes in cultural and socio-economic paradigms; iv) Income and job opportunities; v) Empowered communities; and vi) Institutional and regulatory framework. In all of these categories, very positive effects and dynamics have been identified regarding the different groups of beneficiaries and stakeholders. Similarly, the data, opinions and other information gathered by the team attest to a trend of reduction in CL in the tobacco growing communities which have been served by the program. The data and testimonies are perhaps more telling of this in Brazil, although this trend is more or less present in both countries. As is to be expected, there have been other factors that have contributed to such a situation of reduction, however the evaluation team believes that the contributions of the ARISE program are nonetheless significant. It should be pointed out, however, that the identification of these dynamics and effects is based more on qualitative perceptions so that there is perhaps a need for the program to develop a more advanced model for the identification and characterization of impacts.
170. In each case it is possible to say that the ARISE Program has put into practice models of intervention that at District (Malawi) and Municipality level (Brazil) are capable of yielding good results. **In Malawi** this model is the IABA approach that has been complemented with different actions from the WI project: MFS, FSC, IGA, After School Activities, and other Community Led activities. The whole package is very comprehensive, and while it may require some refining in an eventual replica it demonstrates that the combination of community organization; awareness and sensitization of both, individual and institutions; increasing education opportunities and income generation alternatives for women and youth, is a valid combination to achieve the ultimate goal of reducing CL. **In Brazil**, the model has kept some of the same elements: Full time school, increasing and improving the educational/training offer for children and youth, empowering women, raising levels of awareness and strengthening institutions in their capacity to deal with childhood and youth rights. These are formulae that have proved their suitability for tackling CL issues and can inspire models for the future.

3.1.2 *The shortcomings of the ARISE Program*

The Design Process

171. The evaluation team believes that the main shortcoming detected and what explains a substantial amount of the management problems that emerged has to do with the lack of a common design protocol for the ARISE Program as a whole. As explained before, the design process has been fragmented and disjointed, something which should however not be interpreted as an issue with the quality of the elements with which the Program was configured, which are considered to be valuable and of a high quality. The use of the three pillars, even if it could benefit from an internal prioritization, is considered to be correct and the methods applied constitute an approach that is comprehensive and holistic. However, these elements were not successfully integrated into a clear and precise intervention proposal. Strictly speaking, there is not one single Project Document for the ARISE Program, but rather there are 4 Project Documents³² – one for each of the projects (2 ILO, 2 WI). In each country, a different Integrated Log Frame was developed with a plan to articulating the two components under the same hierarchy of objectives and results, however this integration attempt did not yield the expected results and a situation of fragmentation was present throughout the successive phases.
172. Technically, the case where a Program includes various projects, each with its respective project document, is not particularly strange in the field of Technical Cooperation. The difference is

³² It must be noted that the evaluation team did not come across of any project document for the Global Training Program (GTP)

that in the majority of these cases, such projects are not directed at the same target groups. In other words, the difference is that in this case, two projects with different methodologies and approaches were ultimately aimed at the same beneficiaries. In the opinion of the evaluation team, a collective action directed at the same group of beneficiaries requires a common design protocol, which was not the case here. This protocol should foresee the different steps to ensure a common strategic analysis in each country involving local stakeholders, and the same as for the discussion of the activities to be part of the program, the implementation plan, the outline of information that will need to be gathered via the creation of a baseline and all the standard tasks that usually compose the design phase. The ARISE Program, however, was fundamentally constructed through a juxtaposition of proposals rather than a planned and progressive integration of these. In each country there was an attempt to construct an integrated log frame, but this endeavour has not delivered the expected result of effectively integrating the different strategies and approaches of the partners. All this resulted in a feeling of uncertainty concerning the “WWW of the Program” which has been present throughout the implementation process. Some stakeholders might argue that this is not the case for their particular project, but the evaluation team still believes that the process of integrating and assembling all the different elements into a consistent, uniform and robust proposal of intervention has not been fully achieved. It took some time for the different pieces to settle down and this could partially explain why certain respondents asserted that some aspects of the design were not sufficiently clear at the beginning of the implementation.

173. Albeit to differing degrees, the evaluation exercise has identified certain problems that are clearly related to the shortcomings of the design process: i) A baseline that was not focused on the information needs of the Program, which had successive impacts on the follow-up of outcomes and impacts; ii) The presence of elements or actions that were not always adequate to the reality of the country, especially in the case of Brazil; iii) Confusion regarding the definition of roles and the distribution of tasks among the partners; iv) Gaps in the definition of some instruments and management tools; v) Problems with the synchronization of schedules; vi) Some issues concerning the selection of areas and communities for intervention; and vii) Some inaccuracies in the budgets.
174. The problems described have been present in both countries although they are perhaps more notable in Malawi, given that it is here that there were more coincidences and areas of intersection between the ILO and WI projects. Unlike in Brazil, the ILO strategy in Malawi (IABA) includes direct action components in the communities and/or at district level. These components are generally not executed directly by ILO, however they outline the proposal and it is ILO that sets the guidelines and supervises the actions. There is, therefore, a greater degree of intersection between the ILO and WI proposals for Malawi and being the case that both organizations share target groups, the arrangement requires a very close coordination effort.
175. The evaluation team believes that **in the case of Malawi**, even if there are evident differences and comparative advantages between the approaches of the ILO and WI, there are also cases where both organizations meet at community level trying to achieve the same outcomes and using very similar instruments (IGAs, technical training, awareness raising to name just a few examples). This suggests that, despite the existence of those comparative advantages there are areas where those might have not been properly identified and integrated. The result is, as already noted, a varied and extensive intervention but not necessarily a well-integrated, cost-effective and synergetic one.
176. **In Brazil** there are also examples of intersections between ILO and WI but they are more operational than conceptual. Training and awareness is a domain where both organizations can find each other dealing with the same target group but in general it looks feasible to draw a line to define each other's job descriptions. This issue has been discussed along the field work with the stakeholders and particularly during the workshop for the presentation of preliminary

findings. The evaluation team has prepared a set diagrams³³ which show how the definition of roles could be improve in the Brazilian case. In general, it is thought to be a matter or co-ordination more than a conceptual issue.

The governance of the partnership

177. In the main body of the report, a series of considerations were presented regarding the governance structure ARISE Program showing two main things: i) On the one hand, a certain degree of dissatisfaction among actors concerning the triangular governance structure; and ii) On the other, a sharp division of opinions on the capacity of such a structure to properly exploit the comparative advantages of the parties. For one sector of the stakeholders, the partnership represents in itself a comparative advantage, albeit susceptible to improvement. For another sector, the triangular partnership in its current format does not constitute an operational structure of governance so that its functionality will always be limited. It would thus be necessary to think of another type of arrangement. In this sense then, points out a particular rift in opinion between those that see potential in the alliance and those others that highlight its existing coordination difficulties. JTI has been instrumental in easing the process but the division is still noticeable.
178. It must be added however, that the partners have shown great willingness and motivation to overcome the inherent challenges of this particular set-up and there is evidence of progress made in different area. The evaluation team believes that some of the difficulties that arose regarding coordination and governance of the ARISE Program have their roots in the shortcomings of the design process that were discussed earlier. It is likely that a more extensive discussion and analysis phase among partners would have helped to identify any problematic areas and propose any preventive measures. It is indeed true that, as in any learning exercise, many of the issues related to coordination will resolve themselves via dialogue and reflection on the practices. It is expected that many of these aspects will improve with the progress of the broader process. However, there is a series of questions relating to the potential for synergies and the improvement of the efficiency levels that are deemed to require much more cautious consideration.

Monitoring issues

179. There have similarly been various problems and lacks that have been detailed in the corresponding section of this report. The system for monitoring the direct beneficiaries has been practically discarded in the **case of Brazil**, on the basis that the concept of ‘withdrawal’, given the specific context of Rio Grande do Sul, is one that is particularly difficult to verify. The concept of prevention has been kept however it is not clear whether the measurements are necessarily being carried out over a vulnerable cohort. Among the youth assisted by the program that are noted down as ‘prevented’ from entering into CL there could be ‘urban’ youth that were never really at risk/exposed to CL. Generally, the team in Brazil has assumed the correct variable to measure is that of reduction; however the criteria for this have not yet been established.
180. In the case of **Malawi**, it has not been possible to use a common system and on the whole the picture is one of fragmentation again. The evaluation team believes that the DBMR applied by ILO in previous interventions and which had the endorsement of the Ministry of Labour should have been the only model applied. This represented an opportunity to create synergies however it was not taken. According to comments received to the draft report this was due to the absence of a proper agreement with its corresponding budget allocation at the beginning of the

³³ These diagrams are available in the presentation of preliminary findings made by the evaluation team in Arroio do Tigre at the end of the field work. A narrative document in Portuguese with the conclusions and recommendations of that presentation is also available.

operation. A stronger dialogue around this issue during the design phase between ILO, WI and JTI would have been desirable.

181. Regarding the project monitoring of the outputs, outcomes and impacts, it has already been highlighted how the Program has a significant gap, especially in relation to the last two categories. Again, this was likely associated with the deficiencies in the design process. An internal monitoring system cannot really be applied if this was not previously designed. Indeed, it is hugely important to previously identify the sequence/pathway that the intervention wants to follow as this helps to anticipate the elements that will have to be monitored. In the corresponding section of this report (2.1.3.3), a list is given in the format of questions that ought to be discussed in order to set up a monitoring system, questions that were not properly asked and answered in this case.
182. In general, the Integrated Logical Framework for each country was not used as a management tool and except for the ILO TPRs it was not used for monitoring purposes either. The reasons for this have already been discussed, fundamentally that the Logical Frameworks designed were not properly owned by the ARISE technicians and managers. In some cases, these were deemed not to respond to minimum standards of quality and in others they were not considered to contain adequate proposals. The loss of confidence in the Logical Framework led to the emergence of several, distinct sub-systems for the accompanying and managing the Program. While the majority of these subsystems were valuable, the global picture is one of fragmentation. The application of the KPIs only represents a partial solution. The KPIs constitute an extensive and not always uniform list of data that give an idea of the volume of activity carried out but which do not necessarily give an image of the impacts explicitly brought about by ARISE.

3.1.3 The challenges of the ARISE Program

183. Logically, many of the issues that have been mentioned above could be rephrased as challenges. Indeed, the improvement of the coordination mechanisms, the consolidation of the monitoring systems at its different levels, the fine-tuning of the governance structure etc. could all be described as challenges for the future. However, instead of listing the series of issues to be tackled in the near or medium term future (the recommendations section will attempt to deal with some of these), it is important to summarize what the evaluation team distinguishes as the main strategic challenge for the ARISE Program.
184. This could be described as identifying its own model, the definition of the intersection between what the partners want, can and should do. It's not entirely clear for the evaluation team that this has been the case. Partners might have a clear idea of what they want to do with their respective project but it is not that clear for the evaluation team that they know what they want to do as a group. Because of this, some of the respondents have described the process so far as "stressful", "a rollercoaster", "the goalposts have kept moving". They all express that there is a feeling of instability and that the Program has not completely settled down. The first ARISE phase ending in December 2014 can be considered a pilot phase that has served to test components, arrangements and practices but from now it will be necessary to analyse the achievements, gaps and take decisions.
185. The ARISE program has been successful in delivering a wide range of products and services to the target groups and communities and those outputs have had clear effects and impacts. The ARISE formula at grassroots level has worked out but in the **case of Malawi**, for example, it can be asked if this low scale-high impact model is the right model to propose. And **in Brazil**, which should be the strategy to insert the ARISE model into the existing dynamics of a country with strong institutions and well-known capabilities. It seems clear that the Program will have to find a way to strike balances: one of them related to the integration and refinement of the strategies in order to have a clearer, straightforward and unambiguous vision of the ARISE

model. The partners will have to encompass the definition of this model with the institutional boundaries and constraints attached to their respective mandate. On top of this, the Program will probably have to face a process of de-centralization in order to adapt to the local realities, models and expand in a most cost-efficient way. How to combine this process without losing the benefits of exchanging knowledge, ideas and expertise by being part of an innovative partnership is probably a good way to express another side of the challenge.

3.2 Recommendations

3.2.1 General recommendations for the partnership

1. **Concerning the terms of the partnership arrangements.** This recommendation was meant to address some of the issues raised by the stakeholders regarding the governance and coordination of the partnership. In this line, it was considered important to reflect on questions such as: which are the comparative advantages of each partner, where and how synergies/collaborations could be achieved, possible distribution of roles, which are the appropriate management/coordination styles and mechanisms. The view expressed by the evaluation team in the first draft was that collaboration was a positive outcome but not necessarily a sign of synergy, particularly at country level. Therefore, in order to achieve more productive synergies, it would be important to apply a methodology that was more proactive in bringing about those synergies and to generally engage in a more in-depth dialogue regarding the different options and the steps to take the matter forward. The evaluation went on to propose that the outcomes of this self-review on the partnership arrangements could be formalized in a tripartite agreement covering the relationship between partners.

After reflecting on the comments and feedback received for the first draft report, the evaluation team has considered that there is a need to emphasize in this final version the importance of this exercise being a bit more explicit about what are considered to be the crucial issues. Most of the ideas put forward in the first draft were based on the assumption that the logical way forward for the Program was to encourage further integration of the partners' strategies and approaches. Some of the evaluation questions in the TOR seemed to inquire in this same line. The evaluation team still finds sensible and desirable the idea of integrating the partners' expertise in an attempt to shape up a new model. Most of the recommendations in the following pages explore different ideas in this direction. In some cases, where the co-ordination issues are considered particularly challenging (community action programs in Malawi), dividing the geographical areas of intervention is suggested but, in general, the standpoint of this evaluation is pro further integration

However, this assumption has to be endorsed by the partners. There are signs that in some cases (particularly Malawi) this further integration of strategies is not considered a feasible scenario. It has been reported that partners have conducted previous discussions on some of the conflictive issues without breaking through to any clear solution, with some of the initiatives already implemented not being very successful. The evaluation team has detected a certain feeling of fatigue among partners regarding the possibilities of the ARISE partnership, so that it would be advisable for the partners to address this issue in an open and frank dialogue: What are their real expectations for this partnership? What (if anything) could be compromised? Is it really possible to embark on a process of merging their respective strategies with the purpose of developing the ARISE strategy? Or can ARISE only be an umbrella where those strategies and approaches merely coexist? Is there any intermediate alternative between the previous two? Obviously, one arrangement or the other has very different implications for the partner organizations and therefore should be thoroughly considered.

Trust is considered to be one of the key elements for the sound functioning of partnerships. In this particular case, there is no reason to question the presence of trust in the relationship between the ARISE partners. The evaluation has detected a strong sense of respect towards

each other's competence and integrity but it is not equally clear that the partners sustain the same level of trust towards the arrangement that binds them together in this initiative.

2. **Concerning the management of complexity:** Complexity requires a judicious combination of strategic and adaptive management. In a process as open and extensive as the one under scrutiny here, the management of the operation requires a flexible approach. An open process is one that is particularly uncertain and unpredictable in terms of its potential twists and turns – in other words, it does not fully fit into a logical model. This is enough to justify an adaptive management approach, although this should never come at the detriment of having some strategic direction and planning instruments in place. Therefore, it is a case of striking a balance, which the Program as a whole does not seem to have completely achieved. The idea of being adaptive – perhaps because of the innovative nature of the experience – has derived into the absence of clear planning and management protocols. Such an extensive and complex structure of implementation (the Matrix, as was referred to by one of the stakeholders) requires some common routines and benchmarks. Bearing in mind that the different actions of the ARISE program share objectives and target groups, the partners should to seek consensus around some common protocol on the design, planning and management processes.

In the following paragraphs this report will put forward some ideas that might help in the definition of those protocols. The main suggestion would be to develop a manual with guidelines, procedures and tools to hold together the diversity of elements involved in this Program. This manual should, obviously, be the result of a joint and participative effort. It should push towards a more unified design process in each country, requiring some sort of standardization regarding the tasks, the timing and the outputs expected of this process. Still on the design process, it seems important to clarify what the purpose of the baseline would be and what structure the project monitoring system would take. As for the monitoring of the Direct Beneficiaries, the suggestion is the use of the ILO/DBMR as the default system. Reporting is another area that could be standardized, particularly the format of the annual report that is different for each partner. The management of sustainability is another area that might need a common frame in terms of the analysis and tools to be applied. In general, the evaluation team believes that the development of the protocols and procedures should contemplate reinforcing the use of the Logical Framework and its associated methodologies.

Another point to consider concerning the management of complexity is the possibility of appointing a Technical Advisor, a position which is common in Programs of this nature where several agencies are involved. Some of the comments for the first draft pointed in a similar direction, stressing the importance of creating the role for an “arbiter” or “decider”. In the absence of this, the comments continue: *“the fear of ruffling feathers seems to have also played into the inability to do a more rationalized division of roles/responsibilities”*. Some other comments and observations directed at the first draft have asked the evaluation to provide more ideas and suggestions for the improvement of the Program Coordination Mechanism (PCM) which, as explained before, includes the IAC, the PCT and the CCC. The evaluation team has consulted the guidelines and job descriptions of the different committees and has not come across any particular gap or technical failure. The governance structure could be subject to technical improvements but the evaluation assessment is that this might not be necessarily the key element to move forward. The key element, from the evaluation point of view, has more to do with the situation of paralysis or institutional stagnation that those bodies find themselves in (as conveyed by the comment above).

In order to break through this blockage and more generally aid in the management of complexity, the figure of a technical advisor or a technical unit could be an alternative way forward. What, could be the alternatives to incorporate this figure into the ARISE structure? This is a question that the partners themselves would probably be better placed to answer. Looking at other experiences, one of the agencies of the partnership plays that role of Chief Advisory. However, this is an option that seemingly doesn't fit into the philosophy of the ARISE Program. Therefore, the only alternative seems to be the outsourcing of this

position: an external figure with some technical authority to deal with the complexity which has been described before.

3. **Concerning the design process.** The second recommendation is related to the one above and concerns the need to program a design phase that is more comprehensive and systematic. It is imperative to dedicate a specific amount of time (typically 2-4 months) and resources to this and to apply a specific design methodology that includes all of the standard stages and tasks of this process. The evaluation team recognises the differences between the ILO and WI design processes, the divergences they may have in terms of the tasks to carry out and the order in which to do so, however these are not considered to be substantial. JTI could take on a coordination and leadership role at this point in order to encourage the construction of a common design itinerary. This should not go in detriment of WI and ILO technical autonomy but there is clearly need for somebody to coordinate, synchronize and facilitate the process ensuring that the different tasks carried out and the products resulting from them can be integrated into a common design. The partners might have to show some flexibility concerning their own protocols if they really mean to go through this integration process. A common design itinerary will presumably include the consultation with local stakeholders, the analysis of alternatives, the consensual specification of the logical framework, the implementation program, the internal and base monitoring system and any other task that might be required, such as a mini-survey or the baseline.
4. **Concerning the monitoring system of the whole Program.** Another block of recommendations is related to the Monitoring System. This, as has been mentioned, is a tool that should technically derive from the design phase. The following are some suggestions for its elaboration:
 - a) The first would be to apply the questions guideline on how to create a monitoring system that were described earlier. This is the classic guide on how to set up this instrument. One aspect that is deemed hugely important but which was not explicit in this case was the anticipation of the sequence of effects that the program aimed to trigger through its various actions. Such an exercise would help to identify the areas/aspects to follow up on as well as the milestones that may be used as a reference points. Normally, this exercise is part of the design of the log frame. The ideal situation would be for the Key Performance Indicators to be those included in the log frame. Some additional indicators may be collected during the baseline survey and subsequently followed by the monitoring system; however the idea of creating different sub-systems of indicators is a practice that is likely to generate confusion. The suggestion is for the respective ARISE teams to make a thorough and methodical selection of indicators as part of the design, following the steps described before. This evaluation cannot replace such an exercise because in each case the sequence to follow will be a different one. As an example however, and based on the actions that have been carried out by the Program so far, a few suggestions may be made as to where the monitoring system could look at in order to follow outcomes and impact: (i) Scope and success of the ventures initiated by groups of women and young people (number of initiatives, sector, income... etc.); (ii) Employability of the trainees; (iii) Productivity of household farming; (iv) Changes in family income; (v) Evaluation of attitudes towards education (frequency, absenteeism, progress to the upper levels, interest in adult learning etc.); (vi) Awareness (Knowledge, Attitudes and Practices – KAP analysis) on CL; (vii) Improvements in Occupational Health and Safety; (viii) Changes in gender roles; and (ix) Performance of the rights guardianship system... to name but a few of the areas that the monitoring system could better follow up on.
 - b) Another possible improvement in the monitoring system would be to articulate a bigger involvement of the JTI Leaf Technicians. In Brazil, they are compelled by law to report cases of CL but the idea in this case is not about reporting cases and more about identifying changes and following up on the behavioural milestones. If

provided with a framework, the Leaf Technicians could become an invaluable source of information. In general, there is need to obtain more gains from the extensive presence that JTI has in the field.

- c) Another possibility that could be considered is the outsourcing of the monitoring tasks. Bearing in mind that ARISE is made up of independent projects and the data unification has been a particular problem, one possible solution could be subcontracting this specific task to specialized services. It is these that would be in charge of introducing and following up on a system, ensuring throughout that the tools for the collection of information are being applied and data is consolidated in the appropriate form and time frame. This unification could also help in the optimization of resources, in Malawi, 4 Monitoring and Evaluation Officers have been identified for a relatively confined area of intervention. In fact, this proposal of outsourcing could be extended to include exercises of reflective practice. A developmental evaluation method that normally includes formally facilitating sessions with those involved and affected by the initiative in order to record their experiences and discuss more technical issues.
5. **Concerning the concept of reduction of CL.** It would be important to draw up some criteria in order to better define the concept of ‘reduction’ and thus be able monitor its progress. As hinted earlier in this document, one way to do this would be to consider the number of hours worked weekly. The main source of information would be a mini-survey in which the minors themselves indicate the amount of hours spent working in a particular week. This mini-survey would be carried out over a sample of the population and would be repeated periodically. This proposal to use hours reduction is subject, in the case of Brazil, of legal clearance
6. **Concerning the implementation arrangements in each country.** There remain other important issues to discuss regarding the structure of the ARISE program in each of the countries. It is suggested that there should be an analysis seeking out the most cost-efficient formulae through which to ensure the Program’s continuation.

7.1. In the case of Brazil:

- a) In the case of Brazil, the program could contemplate the possibility of decentralisation in the medium-long term. The international structure of the ARISE Program is generally understood as a time-bound structure, in the sense that it is justified for a particular amount of time until the structures and institutions in place nationally are able to continue the processes triggered. Without having carried out an in depth analysis of the conditions and institutional capabilities of each country, the evaluation team believes that Brazil could be at or about to reach that stage now. The different levels of authority in the Brazilian government (Federal, State and Municipal) all have the resources and specific programs for the prevention and elimination of CL. AFUBRA, the Tobacco Producers Associated congregates 180,000 producers and SINDITABACO represents 13 large companies that make up the country’s tobacco industry, both of which have significant technical and financial resources. This simple fact indicates that the capabilities of the country are in many cases very high, to the extent where it actually becomes increasingly difficult to justify what value an international intervention such as ARISE brings that could not be generated from within. This is not to say that efforts in Brazil should be wound down, simply that there is an evident need to find a new formula that better integrates the Program into the reality that is Brazil.
- b) Once the present phase has identified a satisfactory model that works well at the municipal level – fundamentally a combination of services aimed at ensuring full day school activity, increasing and improving the technical training on offer, empowering women, raising levels of awareness and strengthen institutions in their

capacity to deal with infancy and youth rights – the consolidation and expansion of this model could be carried out by local structures lead by JTI itself. ARISE Brazil would operate with greater autonomy in terms of timing of the processes and would establish a different relationship with ARISE International, one based more on Horizontal Cooperation and/or South-South Cooperation. While ARISE International would lose its influence as the implementation structure, it would gain a new role as a platform for Horizontal Cooperation among the different countries that make it up.

7.2. In the case of Malawi:

- a) In the case of Malawi, it has already been mentioned how the combination of the respective ILO and WI packages lead to an intervention that could be labelled as over-comprehensive but not necessarily cost-efficient and synergetic. Two options are proposed with a view to improving this situation.
 - Firstly, and in line with previous proposals, it is recommended that an in-depth analysis is carried out in order to determine exactly where synergies and complementarities between models could be achieved. This could entail a discussion of the approaches taken, a review of the activities undertaken and the redefinition of roles. Generally, the aim would be to generate consensus around a new proposal that optimize the comparative advantages of each organisation.
 - The second suggestion is to geographically divide the areas of action so to establish collaborations at different scales. In the case of Malawi, the division of roles and tasks according to the traditional distinction between the policy level and direct or target intervention is not as clear-cut as it is in other regions. The IABA package includes actions at both levels and it is not easy to draw a line based on this criterion. In a situation where beneficiaries and target groups are shared, such a distinction could result in a complex task to bring about in practice. WI and ILO could share a common scheme for reflection via the CCC and even attempt to agree on a series of core elements and/or common indicators for their respective interventions. ARISE could remain as the common ground for WI and ILO on CL in Tobacco-Growing Communities, and there should be an effort to seek out creative formulae for the effective transfer of knowledge and expertise between both components. The organisations would in this way have more autonomy to implement their respective intervention packages at their own pace and according to their own methodologies. This option would be more efficient due to different reasons: (i) It is possible to take on a greater area; (ii) Avoidance of duplications and redundancies; and (iii) less time and energy devoted to coordination tasks.

7. **Concerning the expansion or scale-up.** Another block of recommendations or reflective comments relates to the options for the expansion or scaling up of the Program. This is an issue of great interest among stakeholders so that some suggestions are made in this report; however most of these will require further analysis. There are some points regarding the possibilities for expansion of the ARISE Program that are common to both countries, but others are considered pertinent to one country specifically.

In general, there is a high degree of consensus on the role of ARISE as an initiative generating models and not necessarily an instrument of direct elimination. In this sense, the shared view is that its object should focus more on prevention rather than on elimination. The way to carry out this prevention is fundamentally via the propagation of the model developed rather than of the Program itself. It is not realistic to expect that the ARISE Program, as a package of technical and financial resources, could continue active for many years or even to cover a significant part of the JTI supply chain. As an instrument for direct elimination of CL, the Program cannot really be expanded much further. Rather, the

Program's most viable future lies as the catalyst of different dynamics through which it can auto-replicate its proposals. This general idea is common to both countries but it is expressed differently in each case.

7.1. In Brazil:

- a) It would be convenient to recall some facts regarding the geographical space in which the Program intervenes in the case of Brazil³⁴. The state of Rio Grande do Sul contains 497 Municipalities grouped into 35 Micro-regions. Approximately half of these municipalities are producers of tobacco. The Santa Cruz do Sul micro-region, where the actions of the ARISE program took place, contains 19 Municipalities. The Program was specifically focused on one of these, Arroio do Tigre, and ultimately expanded to another three, Sobradinho, Ibarama and Lagoa Bonita. The ARISE Program has therefore only covered a very small part of the state's territory where family-run tobacco cultivation is prevalent.
- b) Faced with the geographical reality, it seems pertinent to ask what the strategy of expansion for the ARISE Program ought to be. The stakeholders consulted often use the expression "articulating public policies" in highlighting the fact that the key in the future will be to mobilise public actors to take on the model proposed by ARISE and enforcing public policies to become more effective. In previous pages, a list was given of the plans and programs through which to channel this articulation. It would also be ideal to encourage the participation of private actors such as SINDITABACO and AFUBRA that represent the tobacco industry.
- c) The articulation of public policies is in fact already a component of the current ARISE Program as part of the ILO Project. Various actions have been observed that work towards these ends, so as a recommendation is not considered particularly ground-breaking. In the short term, this would probably not suppose any substantial change in the content of the Program, however it constitutes something to think about with a view to the more distant future. Once a model has been tried and tested at the Municipal level and yielded satisfactory results, this needn't undergo exactly the same process in other municipalities. If it does, it should respond to a clear set of planning criteria (selection of zones and commitments with the municipalities.). The expansion must follow a broad strategy and not merely respond to the specific requests of communities, departments and municipalities. Emphasis must be placed on the negotiation with said Municipalities in order to support them, in such a way that the ARISE model will cease to be a patent of the ARISE Program and will become a 'good practice' of local institutions.
- d) The possibilities for "articulation" are not limited to the Municipalities. The political and institutional framework of the country is very broad and the articulation could work with other institutions that hold interests in the Tobacco Growing Communities, the State Secretary for Agriculture, the Ministries for Education and Health, the tobacco industry etc. There is a diverse range of institutions that could form part of the negotiations to expand the various elements of the ARISE model. These would largely constitute an effort to promote the "capillarity effect" that local actors highlight as another of the key elements for the future strategy of expansion and continuation.
- e) Bearing in mind all the above, it seems important that in a potential new phase, the Program developed a solid strategy for advocacy and communication. The analysis presented in this report about the achievements and shortcomings of the Program in Brazil, clearly indicates that one of the key elements for future should be the

³⁴ There is a narrative description available (in Portuguese) of the preliminary findings presented by the evaluation team in the final stakeholders workshop celebrated in Arroio do Tigre on the 20/05/2014. In this document, data regarding the geographical configuration of the state of Rio Grande do Sul are presented in more detail.

dissemination of messages and the incorporation of political and institutional wills. It seems clear that at the current socio-economic stage of the country, the realization of the Program objectives would require greater emphases on the mobilization side. For this purpose a proper and well developed strategy for communication and advocacy would be required. Some materials were elaborated and distributed during this first phase but the step forward which is needed is to integrate these isolated activities into a more comprehensive and systematic package.

7.2. In Malawi:

In the case of Malawi, the dimensions are obviously different but the principles remain the same. The main difference in this case is that the scope to bring about this articulation or propagation of models is smaller, such that the Program will likely require maintaining its current format for some time. In any case, it is possible to draw the following ideas of possible expansion scenarios of the Malawi program.

- a) In the case of Malawi, the proposal contained in the first draft of establishing the Educational Pillar as the base of the Program has seen some objections which were discussed earlier in section 2.1.2.1. The evaluation team still considers that there is base to set this pillar as the vehicular and foundation pillar of the ARISE strategy in Malawi. This does not however entail discarding elements pertaining to the other pillars, with the Regulation Pillar in particular retaining its cross-cutting character and the Economic Pillar acting as motivational and mobilizing element. Some of the ideas to concretize this proposal have been already exposed in the above mentioned section. In general, it is about placing more focus on the school/education as an entry point for the ARISE activities, looking for ways to enhance its role in the community and become more central in the activities promoted by the Program. Despite its long list of limitations and constraints, the education system is present, active and stable in virtually every village of the country. The proposal is also about establishing linkages and mutual support with other educational programs and plans. District Offices have five year Educational Plans that could be reinforced to capture protection issues such as CL and the Ministry of Education is implementing the School Improvement Program. These are some opportunities for ARISE to link with existing programs.
- b) The selection of villages, Traditional Authorities (TAs) or district should be also based on the possibility of achieving synergies or linkages with other programs (mainly Govt and UN). Some suggestions have already been made, such as the UNICEF country Program or the School Improvement Program from the Ministry of Education. This would help in optimising the use of resources and enhancing the possibilities of further mainstreaming.
- c) Any potential expansion will have to tackle some of the cost-effectiveness issues that were raised before. In this line, some suggestions have been already mentioned in this report about the possibility of dividing the target areas between ILO and WI. Similarly, it may well be necessary to refine the list of services provided/delivered and in general look for ways of optimizing the implementation structure through better co-ordination between WI and ILO.

In both cases, the Program should further explore the possibilities of obtaining more benefits more from JTIs extensive presence in the field. Embedding practices against CL into the JTI structure is a sound sustainability strategy.

8. **Concerning the systematizing the experience.** In relation to the previous idea of generating models, it would be very important for WI and ILO to carry out a compilation/systematisation of the experience. In section 3.1.1 a brief description was included of what the evaluation team consider to be the key elements of the ARISE model

in each case, however it might be necessary to further develop and systematize the ARISE model. In the case of Brazil, a report has been commissioned from the Social Investigation Group (UPES, in its Portuguese initials) that is part of the University of Santa Cruz, however from the draft copy so far provided it seems as though this is more of a narrative description of the different actions. The evaluation team believes that it is very important to avoid the dispersal of the methodologies and materials used. For this, a kit with manual procedures, guides and materials is suggested, which would culminate with the development of a video showing the main features of the ARISE model. This would have a double purpose: (i) to improve the potential for replication of the model by other actors in regions not yet covered and (ii) to serve in the communication and visibility task which might need to be enhanced in the future.

9. **Concerning dialogue within the tobacco sector.** The Program is generally considered to represent an important instrument for the dialogue and debate on CL and other issues associated with the tobacco sector. Once again, this sector is structured and organised differently in each of the two countries. In the case of Brazil, the tobacco sector has a high level of organisation and there is already a dialogue in motion that the Program should seek to build up on. Some ideas have been raised concerning the possibility of sharing databases or undertaking a common monitoring system. There are realistic possibilities, as well, for some of the institutions that represent different actors in the sector, namely SINDITABACO Y AFUBRA, to become involve or incorporate some of the initiatives that have been promoted by ARISE. The capabilities are greater, and as such so are the possibilities. In the case of Malawi, ARISE participates on the key debates in the sector; however there is a margin for greater involvement of some actors such as unions in the sector, producers' associations and other companies. Sharing lessons and involving other actors of the Tobacco Sector in some of the activities could be another way of spreading out the message and the proposals resulting from the ARISE program. In the same line, exploring some of the common interests with the CLEAR project³⁵ in order to draw lessons and generate inputs for a strategy of elimination of CL in the tobacco supply chains could be another idea to pursue.
10. **Concerning the GTP Methodology.** With regards to the GTP, the recommendation would be to complement the on-going dialogue and the organisation of training events with a methodology that is more refined in terms of organisational development. An example of this would be to establish some sort of follow-up on those trained in order to observe any changes in the organisation procedure, identify any remaining obstacles, draw lessons from practice, etc. In short, an effort should be made to explore the opportunities offered by the Program in order to generate models that may be applied to similar experiences in the future.

3.2.2 Recommendations for ILO - Brazil:

11. **Legal assessment on the concept of CL reduction.** If the Program definitely opts for the concept of CL reduction instead of CL elimination, it would be necessary to carry out a legal assessment with a view to determining the compliance with Brazilian law.
12. **Emphasis on what is acceptable for the law.** It is also important to approach the sensitization tasks from a positive perspective, aiming to generate ideas on the options that are compatible with the law. In other words, there should be a changed emphasis from prohibition to proposition – that is, an approach which highlights/proposes what youth in rural areas *can* do as opposed to what they are prohibited from doing.

³⁵ Child Labor Elimination Actions for Real Change (CLEAR) is a project for the elimination of child labor in tobacco-growing areas in the Ntchisi, Mchinji, and Rumphi Districts of Malawi—as well as nationwide through policy development, advocacy and capacity building activities. It is being implemented by Save the Children Federation Malawi, Inc., Creative Centre for Community Mobilization (CRECCOM), Total Land Care (TLC), and Youth Net and Counseling (YONECO), partners of the Eliminating Child Labor in Tobacco Growing (ECLT) Foundation. The ECLT Foundation is funding the project.

13. **Apprenticeship model for rural areas.** Constructing concrete proposals for an apprenticeship model in rural zones that takes into account the complexities and peculiarities of the family sector. These proposals should be directed to the relevant bodies for discussion and eventual approval of the model. This new model might be a step forward to deal with some of the issues that the Brazilian law, in particular the Decree 6481 of 2008 on the Worst Forms of Child Labour”, has encounter for its effective application in rural areas.
14. **Agreement at state level.** Exploring the possibilities for promoting an initiative or state pact in partnership with the Secretariat of Agriculture, Livestock and Agribusiness in Rio Grande do Sul. This initiative should involve a wide range of institutions present in rural life in order to make progress in the effective application of childhood/youth policies in this domain.
15. **Previous Good Practices:** Exploring the possibilities of applying good practices from previous ILO- supported Action Programs in the country such as “*Conhecer e Agir*”. This AP developed a Methodological proposal for the application of the PETI program at Municipalities level

3.2.3 Recommendations for ILO- Malawi:

16. **Diversification of vocational skills.** The offer includes tailoring, carpentry and bricklaying. Given the size of the area and the large number of beneficiaries being trained, the saturation point of the market may affect the feasibility of the businesses.
17. **Capacity Building.** More focus should be put on capacity building of DCLCs, CCLCs. Committee members still feel themselves fragile and dependant of ILO support
18. **Survey on economic impact.** In coordination with WI, there is need for a thorough analysis and/or survey to assess the impact of the activities under the Economic Pillar.
19. **Analysis of sustainability of the Outlet Services.** Likewise, the potential of the Outlet Services to become sustainable initiatives should be further analysed and documented.
20. **Linkages.** The project should strengthen linkages with relevant existing programmes but in particular, and provided the ILO team agrees with the evaluation arguments, with those being implemented in the educational sector.
21. **Reporting to Ministry of Labour:** Ministry of Labour officials are deeply involved in the Program at district level but some issues were raised concerning the reporting of ARISE activities at central level. Some specific measures, such as copying summary reports to the Ministry, could be considered to fix this communication gap.

3.2.4 Recommendations for WI-Brazil:

22. **Budget forecast:** There is need to make some forecasts concerning the budget expenditures and study alternatives for reallocation of the under- spent items.
23. **Continuation of agricultural training.** Advocate for the transformation of the Agricultural of Centre Arroyo do Tigre into a regional reference for Rural Technical School of excellence for Youth in the Region.
24. **Continuation of after-school activities:** Liaising with the “More Education Program” (*Mais Educaçao*) seems to be the most feasible route to achieve the continuation of the After School activities. However, there is need to study other alternatives of fund raising in the vicinity, including school led initiatives.

25. **Assessment of vulnerability:** to conduct some sort of previous assessment in order to establish the degree of vulnerability of the children/youth before they are considered prevented.

3.2.5 Recommendations for WI-Malawi:

26. Seriously consider the possibility of **applying the DBMR** model used by ILO for the registering of direct beneficiaries.
27. In general, the **monitoring system has to be reorganized**. It needs more focus on valuable information. A lot of data has no clear purpose.
28. **Survey on economic impact.** In coordination with WI, there is need for a thorough analysis and/or survey to assess the impact of the activities under the economic pillar.

3.2.6 Recommendations for JTI:

29. **Tripartite agreement:** If partners deem appropriate to move towards a further integration of the strategies and approaches, JTI might consider a move from two bilateral agreements to one comprehensive tripartite agreement which should include a clear definition of the roles and responsibilities for the partners. It is understood that this tripartite agreement will better reflect the real situation on the ground and it will serve to establish crossed a mutual commitments between the three organizations.
30. **Advocacy within the tobacco sector:** In each respective country, JTI could explore the possibilities of involving other actors of the tobacco sector: disseminating the experience, showing the model and promoting sponsorships. In the same line, there might be some interesting opportunities for sharing information and benefiting from studies or databases that other actors have developed. Monitoring on CL issues is a common interest for the sector and there could be chances to set up common tools. It might be advisable to develop a comprehensive communication strategy for this purpose.
31. **The selection of countries.** The selection of countries to be included in a Program of this nature might require an ex-ante evaluation to establish that some minimum conditions are met.
32. **Procedures and co-ordination:** Take a more active role in setting procedures. Implementing partners must be allowed enough autonomy to make decisions on technical issues but JTI could take a more leading role in establishing standard procedures.

Section 4: Lessons learned and good practices

4.1 Lessons learned

1. The effective realization of synergies in a partnership such as ARISE requires a number of conditions to be met. Firstly, there should be trust in the partnership arrangement; respect towards other partners' competences is not enough. Secondly, there must be some preliminary complementarities between the partners and secondly a pro-active approach for the search for these synergistic effects. The comparative advantages should be identified and articulated. The arrangement is at risk of becoming just a mere co-existence if the previous conditions are not given. It is necessary to make an effort to identify where the comparative advantages are and program the path to decisively act upon them.
2. The execution of an extensive Program of this kind, with so many elements of diversity within it, requires a specific moment for discussion and in-depth analysis between partners and stakeholders. It is only through a process like this that a design integrating all the different elements can be achieved.
3. Stalemate situations are likely to come up in PPPs as extensive and complex such as this. In order to unblock those situations the participation of an 'arbiter' or 'decider' might be necessary. Occasionally, that role can be played by an external figure.
4. The goal of integrating realities as different as Malawi and Brazil under a single action framework could require the application of new scheme that is closer to Horizontal Cooperation formulas. The program would help in the exchange and further application of experiences and good practices but would not necessarily bring the actions under the same hierarchy of objectives and results.
5. The Education pillar, due to its capillarity and stable presence in communities, could be considered the foundation pillar on which to build the ARISE program strategy. Full-time school attendance with full-day programming constitutes a very effective way of combating CL. The economic Pillar might take a second level of precedence for complementary and/or motivational purposes. The regulatory Pillar could be considered a cross-cutting theme.
6. The GTP is an innovative and ambitious initiative but the realization of their objectives might require of developmental organization methodology with a stronger focus on change.
7. Actions targeting groups of young people and women constitute a key element for any strategy that seeks to address the problem of CL in the agricultural family sector. Both groups (youth and women) are more open to change in an environment that is generally conservative and reluctant to reforms.
8. Mainly in Brazil, the lack of an effective learning program for youth in rural areas makes the school-work transition more difficult. The absence of training alternatives and of technical courses in agriculture facilitates an early and unsafe incorporation into work in family farms. An adequate technical training in agriculture for youth could help to bring about innovation in family-run plantations and prevent rural exodus.
9. Raising awareness using of Health and Safety issues is one way to avoid cultural rejection of the message against CL. Particularly in Brazil, families are often willing to defend working from an early age on the grounds that it has a particular formative value. However, they may be more open to challenging those customs if they recognize that there are real risks involved.

4.2 Good practices

1. The permanent commitment to internal and external dialogue. The promotion of dialogue between sectors (labour, education, health, social development) and between stakeholders

from the private, public and civil society domains has been a hallmark of the Program. It has served to raise awareness, open spaces for debate, draw lessons and ultimately promote change around the CL issues

2. The construction of intervention models founded on previous experiences. Taking on board lessons ‘learned’ from previous experiences, such as the IABA approach, constitutes a way to progressively construct a solid technical-scientific body that remains an asset to the partners and has the potential to be replicated and improved in subsequent experiences.
3. The insertion of some elements of the ARISE model into the routines and practices of existing structures with large multiplier potential. This has been done, for example, through the instruction of Leaf Technicians from other tobacco companies (Brazil in partnership with Sinditabaco and Malawi) and the training of council officials from other municipalities (Brazil). This has enabled the Program to surpass its immediate targets and therefore triggered effects beyond its boundaries.
4. The involvement of JTI in the training, discussions and potentially in the monitoring activities. This represents an internal synergy which shows the potential of JTI’s extensive presence in the field.
5. In general, constructing the processes from existing local resources: human, technical and material, even when local institutions and programs have significant weaknesses. Seeking to strengthen those would represent an investment into the future and a guarantee that the Program is acting in accordance with local paces and priorities.
6. In the case of Malawi, the empowerment of local actors and partners (MCTU and ECAM) in the advocacy work. This has justified their presence and enabled them to become credible stakeholders in a number of issues.
7. Including contents in the after school activities with some meaning or added value for families. In the case of Brazil, activities such as school gardens and language lessons (in this case German) resulted attractive for the parents and this served to gain adhesion from them. They would not be as willing to allow their children to participate in such activities if these were simply recreational.
8. Programming courses of interest to the male group in the Brazilian case has served to break resistance to the program.

Annexes

Annex I	Terms of Reference
Annex II	Evaluation Matrix
Annex III	Itinerary and list of people contacted
Annex IV	Statistics of people contacted and tool applied
Annex V	Criteria used for the application of gathering tools
Annex VI	List of participants in Brazil National Debriefing
Annex VII	List of participants in Malawi National Debriefing
Annex VIII	List of documents consulted
Annex IX	Notes, guides, questionnaires
Annex X	Summary of achievements of the ARISE Program Brazil
Annex XI	Summary of achievements of the ARISE Program Malawi
Annex XII	Questionnaires results
Annex XIII	Evaluation team

Annex I: Terms of reference for the evaluation exercise

Terms of Reference for Joint Independent Evaluation

JTI ARISE Programme (Achieving Reduction of Child Labour in supporting Education) Global, Brazil and Malawi

ILO Projects	Reduce WFCL in tobacco growing communities: Global Training component - GLO/11/52/JTI A Programme to Reduce WFCL in tobacco-growing communities in Malawi and Brazil, (A component of ARISE - (Achieving Reduction of Child Labour in supporting Education) - BRA/11/50/JTI Achieving Reduction of Child Labour in Supporting Education (ARISE) in Malawi - MLW/11/50/JTI
Winrock projects	A program to help eliminate child labour in tobacco farming in Rio Grande Do Sul, Brazil A program to help eliminate child labour among smallholder tobacco-farming communities in Ntcheu and Lilongwe Districts of Malawi
Country	Brazil and Malawi
Duration	3 years
Starting date	October 2011
Ending date	December 2014
Project locations	Global, Brazil and Malawi
Project language	English and Portuguese
Executing agency	ILO and Winrock
Financing agency	JTI
Donor contribution	USD 8'026'002 USD 3'026'002 for ILO (USD 562'980 for the global component, USD 1'227'579 for Brazil and USD 1'235'443 for Malawi) USD 5'000'000 for Winrock (USD 2'388'236 for Brazil and USD 2'611'764 for Malawi).
Dates of evaluation	March – June 2014

List of Abbreviations

ARISE	Achieving Reduction of Child Labour in supporting Education
CCC	Country Coordinating Committees
CL	Child Labour
CLMS	Child Labour Monitoring System
EIA	Evaluation and Impact Assessment Section of ILO/FPRW/IPEC
JTI	Japan Tobacco International
HQ	Headquarters
IAC	International Advisory Committee
ILO	International Labour Organization
IPEC	International Programme on the Elimination of Child Labour
NCB	National Consultant for Brazil
NCM	National Consultant for Malawi
NGO	Non-Governmental Organization
OSH	Occupational Safety and Health
PMP	Project Monitoring Plan
PCM	Program Coordinating Mechanism
PCT	Program Coordinating Team
TL	Team leader
UN	United Nations

I. Background and Justification

ARISE Programme background

1. In October 2011, JTI, the International Labour Organization (ILO) and Winrock signed an agreement under which JTI would support the project; ‘ARISE – Children’s Opportunities through Investment in Community Education’ in Brazil and Malawi. The total cost of the project is USD 8’026’002 of which a total of USD 3’026’002 for ILO (USD 562’980 for the global component, USD 1’227’579 for Brazil and USD 1’235’443 for Malawi) and a total of USD 5’000’000 for Winrock (USD 2’388’236 for Brazil and USD 2’611’764 for Malawi). Zambia was later added to the ARISE Programme but is not covered by the joint-evaluation as activities only started recently.
2. JTI ARISE (Achieving Reduction of Child Labour in supporting Education) forms part of JTI’s strategy to contribute to eliminating child labour in global supply chains. The program is implemented in Brazil and Malawi, in collaboration with Winrock International and ILO/FPRW/IPEC. In promoting access to quality education, awareness raising and social mobilization, and economic empowerment in tobacco-growing communities, as well as improved regulatory frameworks, the project will promote community and country-led sustainable social progress to eliminate child labour.
3. The programme development objective is: to help eliminate and prevent child labour in targeted communities in Malawi and Brazil by addressing social and economic factors that drive small tobacco farmers to employ children in hazardous work.
4. Since ARISE program operates as a partnership between three organizations (JTI, Winrock International and the ILO) at international, country and local levels and involves various stakeholders, all parties have opted to establish a Program Coordinating Mechanism (PCM) at the international and country levels. The PCM is composed of three main entities:
 - International Advisory Committee (IAC) - a forum in which all representatives can raise issues and adjust direction, resources, and timing by consensus, as required,
 - Program Coordinating Team (PCT) – a team which focuses on program outcomes, and is in regular contact with Country Coordinating Committee (CCC) in Malawi and Brazil. The principal role is to liaise with CCC and International Advisory Committee; and
 - Country Coordinating Committees (CCC) at the national level in Malawi and Brazil – the committees facilitate continuous communication and to keep local stakeholders up-to-date on activities.
5. The ARISE programme strategy has been developed with a focus on three main pillars:
 - Economic: Improving the income earning potential and long-term livelihoods of the farmers, their families and their communities to greatly reduce poverty, which is a key underlying cause of child labour. This involves helping farmers to improve agricultural productivity, crop quality and working conditions, providing training and improving the living conditions of communities.
 - Socio-cultural: Working with traditional communities, which have a strong cultural heritage of children working alongside adults, to raise awareness of the detrimental effects of child labour. This includes helping to change damaging cultural habits, increasing acceptance of the schooling system and helping to improve school infrastructures.

- Regulatory: Proactively cooperating with governments and international organisations to help achieve greater transparency in the market structure and supply chains, thereby supporting regulatory enforcement.
6. The projects within the ARISE Programme has three Immediate Objectives:
 - Child labour reduction through improvements in education, opportunity, and awareness (implemented by ILO and Winrock);
 - Economic empowerment for tobacco-growing communities (implemented by ILO and Winrock);
 - Improved regulatory framework for helping to eliminate child labour and promote education (implemented by ILO).
 7. ARISE targets three populations critical to long-term, safe tobacco production:
 - Children, ages 6-18, who are engaged in or vulnerable to child labour;
 - Marginalized parents, especially mothers, whose children are engaged or may potentially become engaged in child labour;
 - Current adult tobacco farmers who need support to render their agribusinesses more efficient, safe and profitable.
 8. A total of at least 10,000 people from Brazil and Malawi will directly benefit from ARISE. ARISE target areas were determined by JTI. These are the following:
 - In Brazil: Rio Grande do Sul state –Arroio do Tigre municipality, neighbour municipality of Sgreto, Sobradinho and Ibarama.
 - In Malawi: Lilongwe – Traditional Authority Chimutu and the Extension Planning Area is Chiwamba; and Ntcheu – Traditional Authority Kwataine and the Extension Planning Area is Kandeu.
 9. The ARISE programme was revised in December 2013. The ILO and Winrock projects in Brazil and Malawi were extended till 31 December 2014.
 10. The programme began in October 2011, much of the work focussing on building the partnership. Work on the ground in Brazil and Malawi began in early 2012.

Status of Individual Projects

11. As of February 2014, the Programme and its five two projects has reported the following achievements:
 - ILO project in Brazil: As of December 2013, the project fully achieved the expected results according to its plan. Twenty-two of the actions that had been planned in the guiding matrix for the period 2012/2013 were eventually completed (81%). One activity is still in progress and only three were rescheduled. It is worth noting that six activities were cancelled in the update of the logical matrix in July of this year. However, 5 actions were executed in spite of not being foreseen in the work plan. With regards to invested and raised resources, it was possible to expand direct actions to three other municipalities and also expand activities to cover 14 more, without the need for injecting new investments. In addition, the project has raised a total of R\$ 1.558.174,68 for 3 cities affected by Arise:

Arroio do Tigre - R\$ 459.174,68 (via More Education and Support Action Programme for Infrastructure Projects and Services in Rural Areas (PROINF); Sobradinho - R\$ 805,000.00 (through the 'Fund for Children and Adolescents' and through the 'Training Programme in Project Design for Attracting Public Policies and Raising Funds for Municipalities) ; Candelaria - R\$ 294,000.00 through the same training seminar.

- ILO project in Malawi: As of December 31, 2013, all four Action Programmes of the project covering the targeted districts are being implemented at full speed. In June 2013, the project carried out a Mid-Term review where project achievements and implementation were assessed in consultation with the partners and an external evaluator. The Mid-Term review confirmed that the project is on track to meet its targets and it provided recommendations to adjust its strategies, which the Project is following on. During the reporting period, the project submitted two project revisions and was extended till 31 December 2014 with the donor's approval. The extension will allow the project's strategies to build sustainable foundations in the target communities. In January-February 2014, the project scaled-up its interventions with the implementing partners (CICOD, YECE, MCTU) to expand their interventions and increase their targets within the target communities. It is also planning to work with a new partner, the Teachers Union of Malawi and to expand the work with ECAM where feasible. There project is also in discussion with the Tobacco Alliance Union of Malawi (TOAUM) to explore possibilities to work together under the project.
- ILO Global Project as of February 2014: *To be added*
- Winrock project in Brazil as of February 2014:
 - Training of 17 mothers in baking in the municipality of Lagoa Bonita;
 - Presentation of the Arise program, sensitization and awareness on child labour for 40 teachers in the municipal Lagoa Bonita;
 - Presentation of Arise, sensitization and awareness on child labour for 180 teachers and employees of the municipal Arroio do Tigre, together with CEREST program;
 - Conducting holiday workshop for 25 children in Lagoa Bonita;
 - Conduct a workshop for German Language School for 18 children in Jacob Rech in Arroio do Tigre;
 - Partnership established with Cerest.
- Winrock project in Malawi as of February 2014:
 - Working on recruiting a new local partner to implement Right to Development training;
 - Recruiting a new project field officer to oversee field activities after CRECCOM's contract ends, to oversee the Right to Development activities, and other duties as necessary;
 - Drafting an M&E framework to strengthen and systematize our M&E;
 - Planning to further develop our work fostering youth producer clubs for the youth who have completed the MFS as well as planning to develop a youth producer club toolkit;
 - Implementing a training in partnership with the Ministry of Gender for our key program implementers (community volunteers) such as CCLC members, mother mentors, and teachers on the identification of children in need of psycho-social counselling and referral;
 - Implementing training in partnership with the MoL on child labour mainstreaming for key local stakeholders such as Village Development Committees (VDCs), Area Development Committees (ADCs), Faith-Based Organization (FBOs), and Community-Based Organizations (CBOs).

Evaluation background

12. JTI wishes to carry out an evaluation to include the work of all implementing partners. Each of the IPEC projects covered in ARISE have provisions for final evaluations. As a part of a single programme framework with related work in each of the countries between IPEC and Winrock, the idea of a single evaluation of the current phase of all projects has been put forward.
13. Mid-term project review has been done as internal reviews and self-evaluations of the ILO component of ARISE. These have focused on providing the necessary information on projects' performance so far and will provide inputs into planning for the joint final evaluation.
14. Based on discussions and a proposal from the independent evaluation function of IPEC, it was decided to proceed with the joint evaluation as part of an agreement between the JTI and each of implementing partners, IPEC and Winrock, which each holds an agreement with JTI.
15. The joint evaluation is to be carried out in the first part of 2014. This is an opportune time as critical mass activities have been carried out and it is sufficient time before the end of the project to make final adjustments, particularly focusing on exit strategy, and to prepare for follow-up and next steps after the projects. The joint evaluation will allow for comparative perspectives and provide strategic input to the ARISE programme framework.
16. The joint 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.
17. The Evaluation and Impact Assessment (EIA) section of ILO/FPRW/IPEC, serving as the independent evaluation function for IPEC projects, will serve as the evaluation manager for the evaluation to ensure credibly and independent implementation of the evaluation by an external, independent evaluation team and to meet the requirements of evaluations for JTI, Winrock and ILO.

II. Purpose and scope

18. The focus of the joint evaluation is on evaluating results in the projects in particular in the field and to subsequently extrapolate strategic and programme management implications from this level of analysis. Global level activities will also be covered to the extent it relates to the joint and linked work.
19. The results of the evaluation will inform aspects of the further project redesign in Brazil and Malawi; and provide strategic input into further development of the ARISE programme.
20. The clients are JTI, including its International Advisory Committee (IAC), the management of the implementing partners, and the identified national stakeholders in the countries, including social partners, workers and employers. Other stakeholders at the regional and international level might be identified.
21. The methodology is a joint external independent third party evaluation team of three evaluators (one international evaluator/evaluation team leader, and two national evaluators) each nominated and managed by EIA.

Purpose

22. The main purposes of the joint final evaluation are:

- a. Establish the relevance of the programme design and implementation strategy;
- b. Determine the implementation efficiency of the programme, bring an objective assessment of what has worked and areas of improvement;
- c. Gauge how ARISE has addressed the recommendations from previous assessments and results;
- d. Assess the extent to which the projects have 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.
- e. Identify unintended changes, both positive and negative at outcome and impact levels, in addition to the expected results;
- f. Assess the relevance of the sustainability strategy, its progress and its potential for achievement, identifying the processes that are to be continued by stakeholders;
- g. Identify lessons learned and potential good practice, especially regarding models of interventions that can be applied further;
- h. Provide recommendations to project stakeholders to promote sustainability and support the completion, expansion or further development of initiatives that were supported by the programme and;
- i. Inform the design of future stages of ARISE.

23. The joint final evaluation should provide all stakeholders with information to assess and revise, as it is needed, work plans, strategies, objectives, partnership arrangements and resources. It should suggest a possible way forward for the future.

Scope

24. The evaluation will focus on the ARISE programme as a whole looking at both the ILO and Winrock projects in Brazil and Malawi, 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).

25. The evaluation should look at the programme life-span as a whole, including issues of initial project design, implementation, lessons learnt, replicability and recommendations for current and future programmes.

26. 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 the on-going experience.

III. Suggested aspects to be addressed

27. 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 evaluation³⁶ and the technical and ethical standards and abide by the Code of Conduct for Evaluation on the UN System³⁷ are established within these criteria and the evaluation should therefore adhere to these to ensure an internationally credible evaluation.

28. Gender concerns should be addressed in accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of projects”³⁸. All data should be sex-disaggregated and different needs of women and men and of marginalized groups targeted by the programme should be considered throughout the evaluation process.
29. 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.
30. 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 EIA as the dedicated evaluation manager. It is not expected that the evaluation address all of the questions detailed in the Annex; 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.
31. The main categories that need to be addressed are the following:
 - Design
 - Achievement (Implementation and Effectiveness) of Objectives
 - Relevance of the project
 - Sustainability
 - Special Aspects to be Addressed

IV. Expected outputs of the evaluation

32. The expected outputs to be delivered by the evaluation team are:
 - A desk review of appropriate material;
 - Briefing meetings with the evaluation manager and JTI as the donor
 - An initial inception report based on the desk review and the briefing, focusing in particular on global and cross-project and executing agency issues
 - Participation in global workshop for ARISE implementing agencies in South Africa, including facilitation session presenting the evaluation and initial evaluation instrument; and discussions with the executing agencies
 - Finalisation of an inception report 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;

³⁶ http://www.ilo.org/eval/Evaluationguidance/WCMS_168289/lang--en/index.htm

³⁷ <http://www.unevaluation.org/ethicalguidelines>

³⁸ http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

- Interviews and consultations with relevant stakeholders including field visits to the project locations in the two countries and at global level as required;
 - Informal feedback meetings with stakeholders at the provincial data collection sites, facilitated by the evaluation team leader, focusing on the preliminary findings of observations of provincial-level achievements and constraints;
 - Joint ILO and Winrock stakeholders' workshop at the national level (for stakeholders at the national level and some representation from the provinces), reviewing issues from the provincial level but with a greater focus on national level achievements and constraints, facilitated by the evaluation team leader;
 - Debrief with key stakeholders following the stakeholders' workshop if requested
 - Draft evaluation report. The evaluation report should:
 - ✓ Executive Summary with key findings, conclusions and recommendations
 - ✓ Clearly identified findings
 - ✓ 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;
 - Notes with reflections on the process of the evaluation identifying lessons learnt and suggestions for future joint evaluations.
33. The final evaluation report will be presented and discussed at a meeting of International Advisory Committee. The team leader of the evaluation might be asked to present the evaluation findings at that meeting and provide further information for the discussions.
34. The total length of the report should be a maximum of 40 pages for the main report, excluding annexes; additional annexes can provide background and details on specific projects evaluated. 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.
35. All drafts and final outputs, including supporting documents, analytical reports and raw data 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.
36. The draft final report will be circulated to key stakeholders (those participants present at stakeholder evaluation workshop will be considered key stakeholders), 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 as appropriate, and provide a brief note explaining why any comments might not have been incorporated.

V. Evaluation methodology

37. Evaluations are carried out to enhance JTI, ILO and Winrock organisational learning. A participatory consultation process on the nature and specific purposes of this evaluation involving the three partners 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.
38. 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 and the Project, 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.
39. The evaluation will be carried out using a desk review of appropriate materials, including the project documents, progress reports, outputs of the programme and the projects (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. This will constitute the initial inception report
40. The team leader will participate in the planned JTI ARISE global workshop in South Africa 18-20 of March. This will be a unique opportunity for the team leader to present the joint evaluation, its purpose and scope and to facilitate with the JTI, ILO and Winrock a discussion focusing in particular on global, cross project and experience sharing dimensions of the programme. Discussion can also be held with the ILO and Winrock on the specific scope and approach for the country visits. The evaluation team leader will be expected to finalise the inception report after the South Africa visit.
41. 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 sub-projects (Action Programmes) to the programme.
42. The evaluation team leader will carry out semi-structured interviews of key informants such as the ILO and Winrock projects staff, donor representatives and relevant ILO and Winrock ILO/FPRW/IPEC HQ and/or regional b officials involved in support the projects through conference calls or face-to-face interviews early in the evaluation process, preferably during the desk review phase.
43. The evaluation team will undertake field visits to the projects. 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 team will also facilitate a joint ILO and Winrock stakeholder workshop in each country towards the end of the field visits to present initial findings and recommendations.

44. 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;
 - Preferably to different provinces/communities/partners to those visited by the MTE.
45. One joint ILO and Winrock national stakeholders' workshop in Malawi will be held in May 2014 (provisionally scheduled for Tuesday 6th of May). Informal feedback meetings with stakeholders will be held in each province, focusing on individual provincial-level achievements and constraints.
46. Another joint ILO and Winrock national stakeholders' workshop in Brazil will be held in May 2014 (provisionally scheduled for Tuesday 20th of May). Informal feedback meetings with stakeholders will be held in each province, focusing on individual provincial-level achievements and constraints.
47. The stakeholder workshop will be attended by ILO/FPRW/IPEC staff and key stakeholders (i.e. partners), including the donor as appropriate. These will be an opportunity for the evaluation team to gather further data, present the preliminary findings for verification and discussion, present recommendations and obtain feedback. They will take place towards the end of the fieldwork.
48. The evaluation team leader 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 evaluation team leader.
49. The team leader will be responsible for drafting and finalizing the evaluation report. The draft report will be circulated to stakeholders in English for their feedback and comments. The team leader 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 ILO/FPRW/IPEC/EIA section and with the logistical support of the respective ILO and Winrock project offices in the two countries. It is expected that Winrock and ILO in-country will coordinate and implement joint activities for the evaluation such as the joint national stakeholder workshop. EIA will be responsible for consolidating the comments of stakeholders and submitting it to the team leader.
51. It is expected that the evaluation team 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 joint final evaluation will be carried out by an international evaluation team leader and two evaluation team members (national consultants), one for each country. The evaluation team

leader is responsible for drafting and finalizing the evaluation report. The evaluation team members will support the team leader in preparing the field visit, assisting during the field visit and drafting the report. The evaluation team leader will have the final responsibility during the evaluation process for the outcomes of the evaluation, including the quality of the report and compliance with deadlines.

53. The background of the evaluation team leader and the evaluation team member should include:

Team leader (International consultant):

Responsibilities	Profile
<ul style="list-style-type: none"> • Desk review of programme documents • Briefing with ILO/FPRW/IPEC/EIA and JTI in Geneva • Workshop in South Africa • Development of the evaluation instrument • Telephone interviews with JTI, ILO and Winrock • Undertake field visits in projects areas • Facilitate stakeholders workshops • Draft evaluation report • Finalise evaluation report 	<ul style="list-style-type: none"> • <u>Not have been involved in the programme and its ILO and Winrock projects.</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 highly 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, knowledge of Portuguese is an advantage • Experience facilitating workshops for evaluation findings. • Experience with programme level and joint evaluations

National consultant:

Responsibilities	Profile
<ul style="list-style-type: none"> • Desk review of programme documents • Contribute to the development of the evaluation instrument • Organize interviews of stakeholders and field visits in the country • Provide translation and interpretation as required • Co-facilitate stakeholder workshop (under the team leader leadership) • Contribute to the evaluation report through systematizing data collected and providing analytical inputs • Others as required by the team leader 	<ul style="list-style-type: none"> • Relevant background in country 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. • Relevant country experience, preferably prior working experience in child labour. • Experience in the area of children's and child labour issues and rights-based approaches in a normative framework are highly appreciated. • Experience facilitating workshops for evaluation findings. • Fluency in English (and other national relevant language) essential • Knowledge of local languages in the field visit areas an asset • Experience in the UN system or similar international development experience desirable.

Evaluation Timetable and Schedule

54. 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.

55. The proposed timetable is as follows:

Phase	Responsible Person	Tasks	No of days		
			TL	NCB	NCM
I	Evaluation team leader	<ul style="list-style-type: none"> Briefing in Geneva with ILO and JTI Desk Review of programme related documents Telephone briefing with ILO and Winrock Inception Report 	16	5	5
II	Evaluation team leader	<ul style="list-style-type: none"> JTI workshop in South Africa 	3	0	0
III	Evaluation team with logistical support by ILO Malawi	<ul style="list-style-type: none"> In-country for consultations with programme staff Consultations with ILO and Winrock projects staff /management 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 	10	0	10
IV	Evaluation team with logistical support by ILO Brazil	<ul style="list-style-type: none"> In-country for consultations with programme staff Consultations with ILO and Winrock projects staff /management 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 	10	10	0
V	Evaluation team leader	<ul style="list-style-type: none"> Draft report based on consultations from field visits and desk review, and workshop Debriefing as required 	8	5	5
VI	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	0	0
VII	Evaluation team leader	<ul style="list-style-type: none"> Finalize the report including explanations on why comments were not included 	3	0	0
TOTAL			50	20	20

TL: Team leader

NCB: National consultant Brazil

NCM: National consultant Malawi

56. Team leader summary schedule:

Phase	Work Days	Dates
Briefing in Geneva	2 days	13 – 14 March
Desk review and initial inception report	4 days	10 – 17 March
Workshop in South Africa	3 days	18 – 20 March
Continued desk review, data collection and final inception report	10 days	21 – 3 April
Field mission to Malawi	10 days	21 April – 6 May
Field mission to Brazil	10 days	7 – 20 May
Draft report	8 days	21 – 30 May
Consultation (JTI – ILO – Winrock)	15 days	2 – 20 June
Final report	3 days	23 – 25 June

Sources of Information and Consultations/Meetings

57. Sources of Information

58. 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 Brazil and Malawi and to be supplied by EIA	<ul style="list-style-type: none">• Technical progress reports/status reports• Key Performance Indicators reports• Baseline reports and studies• Project monitoring plan• Technical and financial reports of partner agencies• Other studies and research undertaken• Action Programme Summary Outlines• Project files• Study on good practices and lessons learned

59. Consultations/meetings will be held with:

- Project management and staff in ILO and Winrock
- ILO and Winrock HQ and regional backstopping and technical officials
- Implementing partner agencies
- Child labour programs in the country
- Social partners Employers' and Workers' groups
- NGO representatives
- Government stakeholders (e.g. representatives from Department of Labour, Social Development etc.)
- Government representatives, legal authorities etc. as identified by evaluation team
- Policy makers
- Direct beneficiaries, i.e. boys and girls (taking ethical consideration into account.)
- Parents of boys and girls
- Teachers
- Community members as identified by the project management and evaluation team leader
- Child labour monitors
- JTI as donor

Final Report Submission Procedure

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

- The evaluator will submit a draft report to ILO/FPRW/IPEC 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 ILO/FPRW/IPEC/EIA who will then officially forward it to stakeholders, including the donor.

VI. Resources and Management

Resources

61. The resources required for this evaluation are:

- For the evaluation team leader:
 - Fees for an international evaluation consultant for 50 work days
 - Fees for local DSA in project locations
 - Travel to Geneva, South Africa, Malawi and Brazil
- For each national consultant (one for Brazil and one for Malawi):
 - Fees for 20 work days
 - Fees for local DSA in project location
- For the evaluation exercise as a whole:
 - Local travel in-country supported by the project
 - Stakeholder workshop expenditures

62. The resources for the evaluation are the evaluation budgets allocated in the two ILO country projects and an additional allocation provided by JTI as the contribution to the evaluation of Winrock projects and for evaluation management. A detailed budget for internal management purpose is available separately.

Management

63. The evaluation team will report to ILO/FPRW/IPEC/EIA in headquarters and should discuss any technical and methodological matters with EIA, should issues arise. Winrock and ILO (IPEC) project officials and respective country offices and representation in n Brazil and Malawi will provide administrative and logistical support during the evaluation mission.

Annex I: Suggested aspects to be addressed

Design

- Determine the validity of the programme design, in particular:
 - Did it assist or hinder the achievement of the project goals as set out in the Programme Document?
 - Was the process participatory? If so, what were the roles played by JTI, ILO and Winrock? Did the process increase ownership and buy-in from key stakeholders?
 - How much time and resources did the ILO and Winrock invest in developing the project document? How much importance did ILO and Winrock place in the project document being a roadmap for the project, linking with theory of change and achievement of development objectives?
- Assess whether the project design was logical and coherent:
 - Were the objectives of the programme clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (including human resources)?
 - Were the ILO and Winrock projects clearly and realistically complementing each other?
 - How relevant are programme 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 national plans to combat child labour?

Achievements (Implementation and Effectiveness) of Objectives

- Examine delivery of programme outputs in terms of quality and quantity (according to ILO and Winrock respective projects documents); have they been delivered in a timely manner?
- Assess whether the project has achieved its immediate objectives.
- Assess whether the programme has achieved its planned targets (taking into account the different definition of child labour from ILO and Winrock when evaluating the targets reached by each organisation (difference of criteria in defining withdrawal and prevention)).

- Assess whether ILO and Winrock share a common view on CL monitoring vs. project monitoring. If not, what are the differences?
- How has each organisation, ILO, Winrock, and JTI effectively used its comparative advantage in the partnership to strengthen the strategies for the elimination of child labour?
- 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 programme i.e. compare the allocated resources with results obtained. In general, did the results obtained justify the costs incurred?

Direct Targeted Action

- Have the projects succeeded in identifying and engaging rural children in formal education and informal (vocational) education in agriculture and entrepreneurship through ARISE educational services? Has the project reduced child labour in the targeted tobacco communities?
- ARISE work to improve productivity of farmers and increase Occupational Safety and Health and Decent Work for change: has the division of labour between Winrock and ILO worked well? What could be improved, taking into consideration comparative advantages of both organisations?
- Have the projects objectives achieved awareness and visibility in Malawi and Brazil through stakeholder engagement and outreach? Have the partner organizations incorporated child labour principles into their organizations and broader activities?
- Assess the effectiveness of action programmes and their contribution to the immediate objectives of the programme. Has the capacity of community level agencies and organizations been strengthened to plan, initiate, implement and evaluate actions to prevent and eliminate child labour? Has the entire target population been reached? Were the expected outputs delivered in a timely manner, with the appropriate quantity and quality?
- Assess the effectiveness of the project's beneficiary identification and targeting strategies and mechanisms. Assess the gender dimensions of these strategies.
- Assess the effectiveness of the direct action interventions including whether the length and quality of the services provided are appropriate. Assess if the inputs and services provided were enough to keep children regularly attending school and out of work.
- Review and analyse the comprehensive approach that the project provides at direct action level.

Enabling environment (Capacity Building)

- How has the capacity of the implementing agencies and other relevant partners (at national, provincial and local levels), to develop effective action against child labour, been enhanced as a result of programme activities?
- Evaluate the role played by Government, workers and employers organisations through ILO in ARISE
- Assess the status of the CLM systems and how effective it is. Is there a common understanding/criteria/monitoring of what child withdrawal or prevented from CL is

among ILO and Winrock? Are the initiatives on child labour monitoring likely to be sustainable? What is the capacity and commitment to maintain and expand it?

- Has the programme developed strategies to address improvements in community-based monitoring and data capture? For example, have the community structures—such as community members, district offices, teachers/mentors, and Community Activists/CCLC members—developed effective and sustainable systems for monitoring child labour?
- Examine the role of the project in building any networks that have been established between organizations and government agencies working to address child labour on the national, provincial and local levels.
- How effectively has the programme 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.
- Examine how the ILO and Winrock projects interacted and possibly influenced national level policies, debates and institutions working on child labour.

Relevance of the Project

- Examine whether the programme responded to the real needs of the beneficiaries and stakeholders, including specific target groups and sub-national areas
- Assess whether the problems and needs that gave rise to the programme 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 programme approach and strategies and its potential to be replicated and scaled-up.
- For the ILO projects: the evaluation should assess the use and relevance of the integrated area based approach in the ILO-ARISE project, and measure the achievements of quantitative and qualitative targets. It should take into account how the ILO-ARISE has used previous good practices and developed in Malawi, and how the project has used past lessons learnt as well.
- 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 of the sustainability strategy for the whole ARISE programme and the ILO and Winrock projects, and assess the progress of the 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 programme has made in strengthening the capacity and knowledge of national stakeholders and to encourage ownership of the programme to partners.

- Examine whether prioritised target group and gender aspects are taken into consideration regarding the sustainability of the programme 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 efficient is the programme coordinating mechanism in place between JTI, ILO and Winrock at all levels (through the IAC, the PCT and CCC)? Assess how the collaboration between ILO and Winrock has been applied in each country through the CCC based on the joint logical framework. Provide good practices or lessons learnt for the other countries.
- How has the project considered the recommendations of the midterm review as relevant input to the on-going planning process? What have been the results and if recommendations were not followed what were the reasons?
- Assess the process for documenting and disseminating pilot projects/models of intervention: scale-up, lessons, etc.
- Assess how far the project has been able to mobilize the ILO tripartite constituents (government, workers and employers) and other actors (civil society, UN, other development agencies) in the country in action against child labour and in contributing towards achieving the project's goals and objectives.
- Identify potential legacies of the project and outline why these might be potential project legacies.
- Assess the strategic fit of the ILO country projects – the extent to which the project approach is in line with the Decent Work Country Programme (DWCP).

Annex II: Evaluation matrix

Matrix with the evaluation criteria and questions for the evaluation of the “ARISE program: Achieving Reduction of Child Labor in support of Education” (Brazil and Malawi)

Criteria	Information needs	Key questions	Indicators	Tools to be applied
Relevance of the project	<p>Appropriateness with regard the needs of the target groups and stakeholders</p> <p>Adaptation to changing or emerging situations</p>	<p>Has the program responded to the real needs of the beneficiaries and stakeholders, including specific target groups and sub-national areas?</p> <p>Has there been any significant change in the situation of the target groups and/or in the context that has influenced or might influence in the future relevance of the operation for the target groups?</p> <p>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?</p>	<p>Presence of diagnosis exercises as part of the project design. Variety and quality of other exercises carried out to identify local needs</p> <p>The diagnosis is agreed by most of the stakeholders and representatives of the target groups as according to their needs</p> <p>Coherence between the diagnosis main elements and the project design</p> <p>Degree of consensus/ satisfaction among beneficiaries with regard to the appropriateness of the project goals and results.</p> <p>Presence of mechanisms to update the diagnosis and identify possible changes in the scale of priorities.</p> <p>Examples of reviews or project adjustments based on new priorities appeared since the beginning of the intervention.</p> <p>There is a regular channel of communication between partners to</p>	<p>Semi-structured Interviews</p> <p>Group meetings</p> <p>Document review</p> <p>Focus groups</p> <p>Semi-structured Interviews</p> <p>Group meetings</p> <p>Document review</p> <p>Mini- Survey or questionnaire on sample basis</p>

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Criteria	Information needs	Key questions	Indicators review and adapt the design.	Tools to be applied
			<p>The selection of the target groups was carried out based on a set of coherent and realistic criteria.</p> <p>The specifics of the different geographic areas covered by the project have been duly considered</p> <p>Stakeholders participating in the project met conditions in terms of skills, commitment, etc.</p> <p>Examples of corrective actions taken to adapt to the capabilities of the parties</p> <p>Examples of connections with other initiatives or sector wide programs: health, education, youth employment, social services, etc.</p> <p>Examples of applications of the project outputs in sector policies</p> <p>Number and characterization of cases with potential for replication and expansion.</p> <p>Examples of connections and / or contributions to the NAPs</p> <p>Favourable or unfavourable testimony from interested parties</p>	<p>Semi-structured Interviews Group meetings Document review Mini- Survey or questionnaire on sample basis</p> <p>Semi-structured Interviews Group meetings Document review Mini- Survey or questionnaire on sample basis</p>
	Validity of the approach	<p>¿ 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?</p> <p>Does the strategy adopted by the project have any potential for replication and scale up?</p>		

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Criteria	Information needs	Key questions	Indicators	Tools to be applied
		<p>How has the project (in particular the ILO-ARISE component) used good practices developed and lessons learnt in previous experiences?</p>	<p>Examples of methodologies, instruments, etc. used/developed in previous interventions</p> <p>Degree of consensus among stakeholders about the relevance and positive contribution of those methodologies?</p>	<p>Semi-structured Interviews</p> <p>Document review</p>
Design	<p>Adequacy of the project components in order to achieve the project goals</p>	<p>Did the project design assist or hinder the achievement of the project goals as set out in the Program Document?</p> <p>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?</p>	<p>There is a consistent rationale that justifies the project options</p> <p>Project components (the 3 pillars) are aligned with the main recommendations in the combat against CL.</p> <p>The Project document contains a thorough and argumentative analysis of alternatives.</p> <p>Degree of consensus among stakeholders around the quality of the diagnosis, the tree of problems, objectives and analysis of alternatives</p> <p>Local bodies confirm project coherence with the commitments and capabilities of their respective institutions</p> <p>Examples of how these aspects have been considered during the design phase.</p> <p>Presence and quality of the existing mechanisms of dialogue with local institutions.</p>	<p>Semi-structured Interviews</p> <p>Group meetings</p> <p>Document review</p> <p>Mini- Survey or questionnaire on sample basis</p>

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Criteria	Information needs	Key questions	Indicators	Tools to be applied
		Does the project design fit within and complement existing initiatives by other organizations to combat child labour?	<p>Examples of synergies and interactions with local programs.</p> <p>Examples of consortia, agreements of collaboration, alliances established to carry out the program of activities</p> <p>Examples of existing local capabilities (institutional knowledge, networks, etc.) which has been incorporated to the project</p> <p>Synergies and examples of connection with other sector wide programs (Education, Health, Agriculture, Social Services. Etc.).</p> <p>No relevant obstacles or systematic situations of rejection towards the project's approaches have been interposed by local authorities</p> <p>No scenario likely to occur has been ignored.</p> <p>Managers and project technicians show a good understanding of the project sequence and its milestones</p> <p>Presence of an analysis where the sustainability factors have been identified.</p> <p>Examples of measures adopted from the outset of the project to manage</p>	<p>Semi-structured Interviews</p> <p>Group meetings</p> <p>Document review</p> <p>Mini- Survey or questionnaire on sample basis</p> <p>Semi-structured Interviews</p> <p>Group meetings</p> <p>Document review</p>
		<p>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?</p> <p>Has the strategy for sustainability of project results been defined clearly at the design stage of the project?</p> <p>How have gender issues been taken into account in the project design in its outcomes?</p>		

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Criteria	Information needs	Key questions	Indicators	Tools to be applied
			sustainability Managers and staff members show a common understanding around the sustainability factors	Semi-structured Interviews Group meetings Mini- Survey or questionnaire on sample basis
		Was the process participatory? If so, what were the roles played by JTI, ILO and Winrock? Did the process increase ownership and buy-in from key stakeholders?	Presence of specific tools to address gender issues. Gender differentiated statistics are available	
			Degree of consensus among the different stakeholders around the quality of the analysis and instruments used as part of the gender approach	Semi-structured Interviews Group meetings Document review Mini- Survey or questionnaire on sample basis
			Degree of consensus around the participatory nature of the design process	
		How much time and resources did the ILO and Winrock invest in developing the project document? How much importance did ILO and Winrock placed in the project document being a roadmap for the project, linking with theory of change and achievement of development objectives?	Stakeholders were clear about their roles and duties in the process. Examples of complementation along the process by the organizations involved Differences in procedures didn't hamper the design process. Organizations were able to overcome those differences. There was a clear leadership driving the process	Semi-structured Interviews Group meetings Document review Direct observation Mini- Survey or questionnaire on sample basis Focus groups
	Adequacy of the design		Time and resources invested in the Prodoc are considered reasonable and	

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	process		worthwhile by most of the stakeholders involved.	
		Were the objectives of the programme clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (including human resources)?	There is coherence between the Prodocolines and its further implementation. ILO & WI staff in the field regard the Prodocol as a useful instrument for the implementation	Semi-structured Interviews Group meetings Mini- Survey or questionnaire on sample basis
		How relevant are programme indicators and means of verification?	No major delays or problems have occurred due to wrong planning or gaps in the design Main stakeholders show a common understanding of the hierarchy of objectives, outcomes and outputs expected from the project and the path to achieve them	
		Were the ILO and Winrock projects clearly and realistically complementing each other?	Activities included in the log Frame are deemed consistent and logical for obtaining the project outputs. Obtaining the project outputs together with the fulfilment of the assumptions listed in the LG must lead by a summative logic to the generation of the immediate effects.	
			Indicators meet SMART criteria at the different level: outputs. Outcomes, impact There are reports of quantitatively and	Semi-structured Interviews Group meetings Document review

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Criteria	Information needs	Key questions	Indicators	Tools to be applied
			<p>qualitatively adequate monitoring</p> <p>Stakeholders confirm the usefulness and applicability of the monitoring reports.</p> <p>Examples of feedback resulting from the project monitoring system</p> <p>Examples of synergies, interconnections, etc. between ILO and WI interventions</p>	<p>Semi-structured Interviews</p> <p>Document review</p>
	Validity and coherence of the internal logic			<p>Semi-structured Interviews</p> <p>Group meetings</p> <p>Document review</p> <p>Mini- Survey or questionnaire on sample basis</p>
Achievements of Objectives (Implementation and Effectiveness)	Delivery of program outputs	To what extent the activities have been implemented as planned? If there have been delays, why?	<p>Designed and implemented operational plans for the execution of the activities</p> <p>Deviations in the program of activities , schedule, budget, etc. are not deemed relevant</p>	<p>Semi-structured Interviews</p> <p>Group meetings</p> <p>Document review</p> <p>Direct observation</p> <p>Mini- Survey or questionnaire on sample basis</p> <p>Focus groups</p>

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Criteria	Information needs	Key questions	Indicators	Tools to be applied
		<p>To what extent the project has managed to deliver the products in compliance with the criteria of quantity and quality expected?</p> <p>What external and internal factors have influenced the good or poor performance of the project in this regard?</p> <p>There has been an efficient resource management?</p>	<p>Percentage of products actually delivered.</p> <p>Degree of satisfaction of the parties regarding the quality of products delivered</p> <p>Examples on which there is broad consensus basis</p> <p>Analysis and other well-argued views of interested parties.</p> <p>Guidelines are available and / or formal procedures for the procurement of goods and services</p> <p>The resources have been available in a timely and appropriate manner</p> <p>The profiles of human resources hired are deemed adequate.</p> <p>There are mechanisms to monitor the inputs in a regular manner.</p> <p>Prices of goods and services used by the project correspond to the standards of local market</p> <p>Examples in which the optimization of benefits (synergies and complementarities with other actions) are shown</p>	<p>Semi-structured Interviews</p> <p>Group meetings</p> <p>Document review</p> <p>Direct observation</p>

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Criteria	Information needs	Key questions	Indicators	Tools to be applied
			<p>There are mechanisms in place to ensure transparency (Committees, system reports, audits, etc.).</p> <p>Balanced and justified budget lines</p> <p>Examples of decisions or corrective measures during execution</p> <p>Degree of satisfaction among stakeholders and target groups about the program's ability to adapt to changing situations and / or unforeseen.</p>	
	Implementation process	<p>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</p> <p>What has been the performance of the monitoring system? How the program has incorporated lessons learned from the monitoring and other assessments exercises?</p> <p>How has each organisation, ILO, Winrock, and JTI effectively used its comparative advantage in</p>	<p>Examples of the application of the recommendations received from assessment exercises conducted</p> <p>Examples of applications of the monitoring system</p> <p>Examples of comparative advantages being used</p> <p>Possible dysfunctions identified by the parties</p> <p>Examples of improvements in the co-</p>	<p>Semi-structured Interviews Group meetings Document review Direct observation Mini- Survey or questionnaire on sample basis Focus groups</p> <p>Semi-structured Interviews Group meetings Document review Direct observation</p> <p>Semi-structured Interviews Group meetings Document review</p>

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Criteria	Information needs	Key questions	Indicators	Tools to be applied
		the partnership to strengthen the strategies for the elimination of child labour? Has the division of labour between Winrock and ILO worked well? What could be improved, taking into consideration comparative advantages of both organisations?	ordination mechanisms along the implementation process Materials available showing lessons learned. Degree of development of the lessons present in the project team	Semi-structured Interviews Document review
	Achievement of immediate objectives	Up to what extent the project has managed to deliver its planned outputs and triggered some of its foreseen effects? How effective has been the monitoring system when assessing the realization of results and objectives? Assess whether ILO and Winrock share a common view/understanding on CL monitoring vs. project monitoring. If not, what are the differences?	For the analysis of these aspects the study will apply the set of Indicators of the Project Log Frame (When available) Monitoring system provides information on outputs, outcomes and impacts. Managers and staff confirm agility and versatility of the model. Stakeholders confirm that the system meets their information needs No significant gaps are observed in the data record Existing differences between ILO and WI are not considered essential Figures of target populated reached	Semi-structured Interviews Group meetings Document review Direct observation Mini- Survey or questionnaire on sample basis Focus groups

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Criteria	Information needs	Key questions	Indicators	Tools to be applied
		Has the entire target population been reached? Are the target groups of the project benefiting from its effects? How do they evaluate the improvements in their lives?	Satisfaction of different target groups. Examples of the resulting benefits Testimonies and examples offered by stakeholders duly verified.	Semi-structured Interviews Group meetings Document review Direct observation Mini- Survey or questionnaire on sample basis Focus groups
		To what extent have the different components of the project (education, economic and regulatory) contributed to the realization of the Overall Project Objective		Semi-structured Interviews Group meetings Document review Direct observation Mini- Survey or questionnaire on sample basis Focus groups
Direct Targeted Action	Improvements in education Productivity and working conditions	Have the projects succeeded in identifying and engaging rural children in formal education and informal (vocational) education in agriculture and entrepreneurship through ARISE educational services? Has ARISE work improved productivity of farmers and increased Occupational Safety and Health and Decent Work for change in the farms?	The study will compile and verify the figures generated by the project such as the number of beneficiaries of the MFS, enrolment rates at district level, etc. Perception of local educational authorities. Examples of changes in attitudes by families towards education The study will used and verify the indicators generated by the project monitoring system Examples and testimonies put forward by families and local authorities	Semi-structured Interviews Group meetings Document review Direct observation Focus groups Semi-structured Interviews Group meetings Document review Direct observation Mini- Survey or questionnaire on sample basis Focus groups

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Criteria	Information needs	Key questions	Indicators	Tools to be applied
	Increased awareness	Have the projects objectives achieved awareness and visibility in Malawi and Brazil through stakeholder engagement and outreach?	Communities and local authorities show and express interest and / or concern for the problem of CL Presence of groups / networks active in relation to CL is detected	Semi-structured Interviews Group meetings Direct observation Mini- Survey or questionnaire on sample basis Focus groups
	Community empowerment	Have the partner organizations incorporated child labour principles into their organizations and broader activities? Has the capacity of community level agencies and organizations been strengthened to plan, initiate, implement and evaluate actions to prevent and eliminate child labour?	Examples of new actions and initiatives in relation with CL promoted by the partners organizations Examples of new capabilities, skills, knowledge, methodologies developed at community level Presence of stable coordination structures (platforms, committees, etc.), Assessment of the project management team	Group meetings Direct observation Focus groups Semi-structured Interviews Group meetings Direct observation Focus groups
	Adequacy of the strategy and mechanism applied	Has the project been effective in the identification of the target groups and communities? Has this selection been inclusive and gender sensitive?	Figures/statistics of the target groups reached by the project. Set of criteria for the selection of target groups is available Set of criteria is gender inclusive Special attention has been devoted to vulnerable groups Characteristics of target groups corresponds with project goal	Semi-structured Interviews Group meetings Document review Direct observation Mini- Survey or questionnaire on sample basis

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Criteria	Information needs	Key questions	Indicators	Tools to be applied
			Degree of consensus among stakeholders about the appropriateness of the selection process	
			Level of satisfaction expressed by beneficiaries and target groups.	Semi-structured Interviews Group meetings Document review
			Degrees of consensus among stakeholders about the appropriateness of the services provided.	Direct observation Mini- Survey or questionnaire on sample basis Focus groups
		Have the services provided by the direct action been adequate in terms of quality, scope, time, etc.?	No major failures in the provision of services have been identified Evaluations, assessments, corrective measures have been applied when needed Managers and technicians of the partners organizations are able to produce an analysis exposing the strengths and weaknesses of the services provided by the project	
			Degree of consensus among stakeholders	Semi-structured Interviews Group meetings
		Has the comprehensive approach the project provides at the action level proved to be the right one?	Opinions of key stakeholders on the issue	Mini- Survey or questionnaire on sample basis

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Criteria	Information needs	Key questions	Indicators	Tools to be applied
Enabling environment	Capacity building	How has the capacity of the implementing agencies and other relevant partners (at national, provincial and local levels), to develop effective action against child labour, been enhanced as a result of programme activities?	<p>Examples of tools and methodologies developed by the project that are subsequently incorporated into programs.</p> <p>Citizens and or institutional networks have been developed or expanded arising from project actions.</p> <p>Other examples of improved capabilities to tackle CL.</p> <p>Satisfaction of the parties involved</p> <p>Opinions of local stakeholders duly substantiated with examples.</p> <p>Examples of responsiveness on the part of local social agents.</p> <p>Policy decisions that reflect interest in the issue</p> <p>Examples of catalytic effects identified by stakeholders and contrasted by the evaluation team</p> <p>Monitoring systems in place. Reliable statistics available</p> <p>Degree of satisfaction by stakeholders with regard to the functioning of the CLM</p> <p>Examples of integration of on local information systems : regular censuses and surveys</p>	<p>Semi-structured Interviews</p> <p>Group meetings</p> <p>Document review</p> <p>Direct observation</p> <p>Mini- Survey or questionnaire on sample basis</p> <p>Semi-structured Interviews</p> <p>Group meetings</p> <p>Mini- Survey or questionnaire on sample basis</p> <p>Semi-structured Interviews</p> <p>Group meetings</p> <p>Document review</p> <p>Mini- Survey or questionnaire on sample basis</p>
		<p>Evaluate the role played by Government, workers and employers organisations through ILO in ARISE</p> <p>Assess the status of the CLM systems and how effective it is.</p> <p>Are the initiatives on child labour monitoring likely</p>		

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Criteria	Information needs	Key questions	Indicators	Tools to be applied
		<p>to be sustainable? What is the capacity and commitment to maintain and expand it? Has the programme developed strategies to address improvements in community-based monitoring and data capture? For example, have the community structures—such as community members, district offices, teachers/mentors, and Community Activists/CCLC members—developed effective and sustainable systems for monitoring child labour.</p> <p>Examine the role of the project in building any networks that have been established between organizations and government agencies working to address child labour on the national, provincial and local levels. How effectively has the programme leveraged resources (e.g., by collaborating with other initiatives and programmes launched in support of the national plans to combat child labour)?</p> <p>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. Examine how the ILO and Winrock projects interacted and possibly influenced national level policies, debates and institutions working on child labour.</p>	<p>Institutions possess technical and material resources to sustain CLM</p> <p>Interest and commitment shown by local institutions to sustain the CLM</p> <p>Examples of the following:</p> <p>Insertion of CL in sector policies such as health or education Replication of actions promoted by the project Expansion or revision of existing social programs Development of policies and regulations. Improvements made to the Labour Inspectorate. Tools and methodologies developed by the project that are subsequently incorporated into on-going programs Mobilization, leverage of national, state, municipal funding, etc. Citizens networks/ or institutional platforms expanded as a result of project actions. Examples of application or reference to studies conducted by the project</p>	<p>Semi-structured Interviews Group meetings Document review Direct observation Mini- Survey or questionnaire on sample basis</p>
Sustainability	Adequacy of the strategy	Assess the design of the sustainability strategy for the whole ARISE programme and the ILO and Winrock projects, and assess the progress of the strategy	<p>Existence of an explicit and consensual exit strategy between the implementing organizations</p> <p>Degree of agreement on the</p>	<p>Semi-structured Interviews Group meetings Document review Direct observation Mini- Survey or questionnaire</p>

A programme to reduce WFCL in tobacco-growing communities (Global, Brazil and Malawi)
JTI ARISE Programme (achieving reduction of child labor in supporting education)
Joint independent evaluation – March-June 2014

Criteria	Information needs	Key questions	Indicators	Tools to be applied
			<p>appropriateness and feasibility of the elements contained in the strategy</p> <p>Sustainability analysis is part of the regular management of the project</p> <p>Agencies applies specifics tools for the management of sustainability</p> <p>Sustainability factors have been identified by project teams and specific measures applied when required</p> <p>Number and characterization of cases of inclusion of the project actions in public policy.</p> <p>There are commitments and partnerships established with local authorities or other partners</p> <p>There are examples of local institutions that incorporate a program component to their action plans</p> <p>Perception of different actors about the prospects of integration of project effects on public policy</p> <p>Examples of support and / or adhesions of institutional nature that have joined the process</p>	<p>on sample basis</p> <p>Semi-structured Interviews Group meetings Document review Direct observation Mini- Survey or questionnaire on sample basis</p> <p>Semi-structured Interviews Group meetings Mini- Survey or questionnaire</p>
	Potential of continuation beyond the project's life	<p>To what extent policies / local institutions at different levels and sectors show willingness and commitment to give continuity to project effects and dynamics?</p>		
		Has the project generated any trend of opinion		

A programme to reduce WFCL in tobacco-growing communities (Global, Brazil and Malawi)
 JTI ARISE Programme (achieving reduction of child labor in supporting education)
 Joint independent evaluation – March-June 2014

Criteria	Information needs	Key questions	Indicators	Tools to be applied
		for the eradication of the worst forms of child labour in the tobacco industry?	Number and characterization of funds and / or public programs that have integrated some of the actions promoted by the project	on sample basis
	Financial aspects	What has been the success of the project in the "leverage" of resources to continue efforts to eradicate WFCL in the tobacco sector?	Number and characterization of private institutions and / or corporate social responsibility programs that have joined the effort	Semi-structured Interviews Group meetings Document review
	Socio-cultural aspects	To what extent the project has affected the cultural patterns and the perception of the beneficiary communities have on CL?	There is responsiveness on the part of the beneficiary communities to proposals from the project. Absence of significant barriers to continued work with the communities of these groups	Semi-structured Interviews Group meetings Direct observation Mini- Survey or questionnaire on sample basis Focus groups
	Capacity building	Assess what contributions the programme has made in strengthening the capacity and knowledge of national stakeholders and to encourage ownership of the programme to partners	Main stakeholders perceive that their capacities to propose and negotiate with regard to CL issues have been increased. Presence of organizational structures or dynamics arising from project activities are observed. NOTE: For identification and characterization of the lessons learnt the inputs to be used will be the findings of internal evaluation workshops and other mechanisms used by the project for the identification of good practice, the views of interested parties, the information contained in the documentation project	Semi-structured Interviews Group meetings Document review Direct observation Focus groups
		What are the main lessons learnt resulting from		Semi-structured Interviews Group meetings Document review Direct observation Mini- Survey or questionnaire on sample basis Focus groups

A programme to reduce WFCL in tobacco-growing communities (Global, Brazil and Malawi)
JTI ARISE Programme (achieving reduction of child labor in supporting education)
Joint independent evaluation – March-June 2014

Criteria	Information needs	Key questions	Indicators	Tools to be applied
		the project in the struggle to eliminate CL from the tobacco supply chain?	and the conclusions of the evaluation team itself.	
Specific Aspects	Generation and / or incorporation of lessons learnt	<p>How efficient is the programme coordinating mechanism in place between JTI, ILO and Winrock at all levels (through the IAC, the PCT and CCC)? Assess how the collaboration between ILO and Winrock has been applied in each country through the CCC based on the joint logical framework. Provide good practices or lessons learnt for the other countries.</p> <p>How has the project considered the recommendations of the midterm review as relevant input to the on-going planning process? What have been the results and if recommendations were not followed what were the reasons?</p> <p>Assess the process for documenting and disseminating pilot projects/models of intervention: scale-up, lessons, etc.</p>	<p>Reasoned views of the different stakeholders</p> <p>Examples of functionality and /or disfunctionality of the coordinating mechanisms in place.</p> <p>Project teams express confidence in the coordinating system</p> <p>Examples of an on-going dialogue between organizations and adjustments introduced to improve the system</p> <p>Degree of consensus around the integrated Log Frame</p> <p>Examples of measures adopted as a result of internal assessments or evaluation</p> <p>Degree of consensus around the format of these exercises</p> <p>Project processes, activities, outputs are well documented,,</p> <p>Project has generated / systematized inputs, lessons learned, and reflections for the fight against CL</p>	<p>Semi-structured Interviews Group meetings Mini- Survey or questionnaire on sample basis</p> <p>Semi-structured Interviews Group meetings Direct observation Mini- Survey or questionnaire on sample basis</p> <p>Semi-structured Interviews Document review Direct observation Mini- Survey or questionnaire on sample basis</p>

A programme to reduce WFCL in tobacco-growing communities (Global, Brazil and Malawi)
 JTI ARISE Programme (achieving reduction of child labor in supporting education)
 Joint independent evaluation – March-June 2014

Criteria	Information needs	Key questions	Indicators	Tools to be applied
		Assess how far the project has been able to mobilize the ILO tripartite constituents (government, workers and employers) and other actors (civil society, UN, other development agencies) in the country in action against child labour and in contributing towards achieving the project's goals and objectives. Identify potential legacies of the project and outline why these might be potential project legacies.	Examples of further applications or expansion possibilities for the models generated by the project. Examples of new initiatives that the project has triggered or supported. References to the project made by other agencies and organizations.	Semi-structured Interviews Group meetings Document review Direct observation Mini- Survey or questionnaire on sample basis
		Assess the strategic fit of the ILO country projects – the extent to which the project approach is in line with the Decent Work Country Programme (DWCP)	Points of interaction with ILO Country Strategy and Agenda.	Semi-structured Interviews Group meetings Document review

A programme to reduce WFCL in tobacco-growing communities (Global, Brazil and Malawi)
JTI ARISE Programme (achieving reduction of child labor in supporting education)
Joint independent evaluation – March-June 2014

Annex III: Itinerary and list of people contacted

Date	Activities carried out
10/03/2014 to 12/03/2014	Desk Phase (Home base – UK): Preparatory activities: <ul style="list-style-type: none"> • Skype Interview with Alexia Delelign. (EIA evaluation manager) for administrative and other preparatory purposes • Documental review and administrative work
13/03/2014 and 14/03/2014	Desk Phase: Debriefing with Impact and Evaluation Unit (EIA), ILO/FPRW/IPEC and JTI representatives. Geneva – Switzerland. List of people interviewed. ILO: <ul style="list-style-type: none"> • Peter Wichmand, Head of ILO/FPRW/IPEC Evaluation and Impact Assessment Unit (EIA) • Alexia Delelign, Evaluation Manager of the Study (ILO/FPRW/IPEC/EIA) • Adam Adrien-Lriby, ILO/FPRW/IPEC Technical Officer at the Corporate Social Responsibility Department • Mary Read, Head of ILO/FPRW/IPEC Program and Planning • Hervé Berger, ILO/FPRW/IPEC Head of the Operations Department • Simon Steyne, ILO/FPRW/IPEC Head of Social Dialogue and Partnerships • Nadine Osseiran, ILO/FPRW/IPEC Desk Officer for Africa • Lars Johansen, ILO/FPRW/IPEC Desk Officer for Latin America JTI: <ul style="list-style-type: none"> • Peggy Hermann.Ljubicic. JTI Social Programme Manager • Elaine Mckay, JTI Social Programme Director
Between 15/03/2014 and 17/03/2014	Desk Phase (Home based - UK): Documental review and other preparatory activities for the ARISE Team Building Workshop. Preparation and submission of 1 st Inception Report.
Between 18/03/2014 and 20/03/2014	Desk Phase (Cape Town – South Africa): Participation in ARISE team building workshop Cape Town (South Africa). Main activities carried out: <ul style="list-style-type: none"> • Presentation of Evaluation Study to the participants in the workshop • Observant participation in group discussions • Meetings with ARISE national teams to discuss tentative agendas for each country • Informal contacts
Between 21/03/2014 and 20/04/2014	Desk Phase (Home Based –UK, Malawi and Brazil): Preparatory activities, Documental review, interviews with evaluation managers and stakeholders : <ul style="list-style-type: none"> • Contacts with national offices for preparatory activities (visa, agenda, etc..) • Travel arrangements • Interviews with: <ul style="list-style-type: none"> ○ Peter Wichman and Alexia Delelign (EIA) ○ Julia C. Miller – Program Officer Malawi Winrock ○ Vicky S. Walker- Senior Program Officer & Child Labor Lead for Winrock. ○ Peggy Herrmann-Ljubicic (written interview) ○ Contacts between evaluation team members ○ Preparation of evaluation instruments and tools ○ Preparation of Inception Report
20 and 21/04/2014	Field Phase: UK – Lilongwe <ul style="list-style-type: none"> • Travel of Team Leader (UK-Malawi) • Internal work Evaluation Team
22/04/2014	Field Phase: Lilongwe <ul style="list-style-type: none"> • Interview with JTI representatives: Limbani Kakoem (Director of Social Affairs) and Stella Massangane (Project Manager and focal officer for the ARISE Program) • Interview with ILO representatives: Khalid Hassan (Chief Advisor ILO) and Gracious Ndalama (Monitoring Officer) • Interview with Winrock International: Ndamayo Kabuye (Business Specialist), Levi Nkhoma (M&E Co-ordinator WI)

Date	Activities carried out																																		
23/04/2014	<p>Field Phase: Ntcheu</p> <ul style="list-style-type: none"> Visit to District High Commissioner to report the beginning of the evaluation exercise. Meeting with Stakeholders: District Child Labour Committee and implementing partners. List of participants <table> <thead> <tr> <th>Name</th><th>Organisation</th></tr> </thead> <tbody> <tr> <td>Memory Msinkhu</td><td>Social welfare office</td></tr> <tr> <td>Beatrice Phiri</td><td>District Community Development</td></tr> <tr> <td>Daniel Phiri</td><td>CICOD</td></tr> <tr> <td>Mpambira Kambewa</td><td>CICOD</td></tr> <tr> <td>Efford Geza</td><td>Labour office</td></tr> <tr> <td>Matrina Soko</td><td>CICOD</td></tr> <tr> <td>Annie Simwaka</td><td>Judiciary</td></tr> <tr> <td>Ian Saini</td><td>Agriculture</td></tr> <tr> <td>Veronica Nandolo</td><td>CICOD</td></tr> <tr> <td>Edward Thole</td><td>CICOD</td></tr> <tr> <td>Godfrey Kayambo</td><td>ARISE Desk Office</td></tr> <tr> <td>Judith Chikopa</td><td>Police</td></tr> <tr> <td>Joseph Chafelera</td><td>TUM</td></tr> <tr> <td>Moses Kamzimbi</td><td>Labour</td></tr> <tr> <td>Mathero Kambalame</td><td>Youth</td></tr> <tr> <td>Joseph Kathungwa</td><td>MCTU</td></tr> </tbody> </table> <ul style="list-style-type: none"> Visit to on-going training activity about Law enforcement in the community of Ganya. Interaction with participants (30) Visit to Outlet Services corresponding to the villages of Chizinju and Kampanje, Interaction with participants in vocational training, women business groups and complementary basic education (30) 	Name	Organisation	Memory Msinkhu	Social welfare office	Beatrice Phiri	District Community Development	Daniel Phiri	CICOD	Mpambira Kambewa	CICOD	Efford Geza	Labour office	Matrina Soko	CICOD	Annie Simwaka	Judiciary	Ian Saini	Agriculture	Veronica Nandolo	CICOD	Edward Thole	CICOD	Godfrey Kayambo	ARISE Desk Office	Judith Chikopa	Police	Joseph Chafelera	TUM	Moses Kamzimbi	Labour	Mathero Kambalame	Youth	Joseph Kathungwa	MCTU
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Mathero Kambalame	Youth																																		
Joseph Kathungwa	MCTU																																		
24/04/2014	<p>Field Phase: Ntcheu</p> <ul style="list-style-type: none"> Interview Irene Salimu. Officer for Community and Mobilization Awareness for CRECOM Visit to school in Livulezi Focus group of small tobacco producers in Kampanje (12 people) Group discussion with beneficiaries of Model Farm School and members of the youth producers group (18 people). Kampanje Interview with members of the Community Child Labour Committee (12 People). Kampanje Interview with JTI Leaf Technician Chikarko Manzda 																																		
25/04/2014	<p>Field Phase: Lilongwe</p> <ul style="list-style-type: none"> Group interview with representatives of the Malawian Congress of Trade Unions (MCTU): Grace Nyuenda (Deputy Secretary Board), Jessie Ching'oma (Deputy Director of Education and Organization), Joseph Kankhwangwa (Project Coordinator) and Juba Kafumba (M&E Officer) Group Interview with representatives of the Ministry of Labor (MoL), Child Labor Unit: Mr Wafwire Msukwa (Deputy Labour Commissioner), Mr Paul Gondwe (Chief Labour Officer) and Mr Francis Kwenda (Principle Labour Officer). 																																		
26/04/2014	<p>Field Phase: Lilongwe</p> <ul style="list-style-type: none"> Interview with Khalid Hassan (ILO Chief Advisor) Internal work 																																		
28/04/2014	<p>Field Phase: Lilongwe</p> <ul style="list-style-type: none"> Meeting with Stakeholders: District Child Labour Committee and implementing partners. List of participants <table> <thead> <tr> <th>Name</th><th>Organisation</th></tr> </thead> <tbody> <tr> <td>Martha Lumbira</td><td>YECE</td></tr> <tr> <td>Chisomo Chona</td><td>YECE</td></tr> <tr> <td>Edward Chikwana</td><td>YECE</td></tr> <tr> <td>Annie Kamwendo</td><td>Lilongwe District Council</td></tr> <tr> <td>Gertrude Pensulo</td><td>Labour</td></tr> <tr> <td>Patricia Tembo</td><td>Labour</td></tr> <tr> <td>Linly Mdzinga</td><td>Labour</td></tr> <tr> <td>Kenneth Masangano</td><td>Social Welfare Office</td></tr> <tr> <td>Lucky Mbewe</td><td>YECE</td></tr> <tr> <td>Alex Saidi</td><td>Lilongwe District Council</td></tr> </tbody> </table>	Name	Organisation	Martha Lumbira	YECE	Chisomo Chona	YECE	Edward Chikwana	YECE	Annie Kamwendo	Lilongwe District Council	Gertrude Pensulo	Labour	Patricia Tembo	Labour	Linly Mdzinga	Labour	Kenneth Masangano	Social Welfare Office	Lucky Mbewe	YECE	Alex Saidi	Lilongwe District Council												
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29/04/2014	<p>Field Phase: Lilongwe</p> <ul style="list-style-type: none"> • Visit to Mchemani Primary School and group interview with Headmaster and teaching staff: <table> <tr> <td>Name</td><td>Position</td></tr> <tr> <td>Oscar Chinunda</td><td>Head teacher</td></tr> <tr> <td>Florida Kadzamira</td><td>Deputy Head teacher</td></tr> <tr> <td>Christina Mafuta</td><td>Mentor Teacher of ARISE</td></tr> <tr> <td>Eric Mwalala</td><td>Member School feeding program</td></tr> <tr> <td>Daud Adams</td><td>Mentor Teacher of ARISE</td></tr> </table> <ul style="list-style-type: none"> • Visit to Mthoyka Services Outlet • Interview with members of the Community Child Labour Committee (9 participants: 5 men and 4 women) • Group discussion with IGA beneficiaries – Women Agribusiness Group (20 participants). • Visit to training activity carried out by MCTU in Malika. Interaction with participants (10 participants: 7 men and 4 women) • Visit to after school activities group and discussion with women leading the group (3 participants) 	Name	Position	Oscar Chinunda	Head teacher	Florida Kadzamira	Deputy Head teacher	Christina Mafuta	Mentor Teacher of ARISE	Eric Mwalala	Member School feeding program	Daud Adams	Mentor Teacher of ARISE								
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30/04/2014	<p>Field Phase: Lilongwe</p> <ul style="list-style-type: none"> • Interview with Charles Nangwale. ILO Social Protection Officer and National Liaison Officer • Interview with Archangel Barcolo. National Project Manager of the CLEAR project – Save the Children and Khozapi Ntonga, Monitoring and Evaluation Officer • Interview with Nora Mwandi. Decent Work Program for FAO • Interview with Gracious Ndalama. ILO Monitoring and Evaluation Officer • Interview with Patrick Macondesa – ILO Officer for HIV-AIDS 																				
01/05/2014	<p>Bank Holiday. Celebration of the 1st of May</p> <p>Internal work</p>																				
02/05/2014	<p>Field Phase Lilongwe</p> <ul style="list-style-type: none"> • Interview with Dalitso Baloyi. Project Manager ARISE – WI Malawi • Interview with Levi Nkhoma (M&E Co-ordinator WI) • Interview with Eva Hardardottir. Education Officer – M&E Officer- Basic Education & Youth Development Section. UNICEF 																				
03 and 04/05/2014	<p>Field Phase Lilongwe: Internal work. Preparation of the debriefing session.</p>																				
05/05/2014	<p>Field Phase Lilongwe</p> <ul style="list-style-type: none"> • Debriefing session. List of participants • Interview with Khalid Hassan (Chief Advisor ILO) 																				
06/05/2014	<p>Field Phase Lilongwe / Trip to Brazil</p> <ul style="list-style-type: none"> • Phone interview with Peggy Hermann.Ljubicic. JTI Social Programme Manager. • Interview – Debriefing with Limbani Kakoem (Director of Social Affairs) and Stella Massangane (Project Manager and focal officer for the ARISE Program) • Trip to Brazil 																				

Date	Activities carried out
07/05/2014	Field Phase : Trip to Brazil <ul style="list-style-type: none"> • Arrival in Brasilia
08/05/2014	Field Phase: Brasilia <ul style="list-style-type: none"> • Internal work – Evaluation Team • Meeting with Natanael Lopes (ILO M&E Brasilia) • Interview with Renato Mendes (Ex-Co-ordinator of the IPEC Program ILO) • Interview with Laís Abramo (Director of ILO Office Brasilia) and Thaïs Dumêt (Program Officer ILO – Brasilia) • Trip to Porto Alegre (Rio Grande do Sul)
09/05/2104	Field Phase: Porto Alegre <ul style="list-style-type: none"> • Interview with Marlise Maria Fernandes – Assistant of the General Director for the Secretariat of Agriculture, Livestock and Agribusinesses of the State of Rio Grande do Sul
10 and 11 /05/2014	Field Phase: Porto Alegre <ul style="list-style-type: none"> • Internal work • Trip to Santa Cruz do Sul (RGS)
12/05/2014	Field Phase: Santa Cruz do Sul <ul style="list-style-type: none"> • Interview with Eduardo Renner – Vice-President of JTI for South America. • Interview with Iro Schünke (President of SINDITABACO in Santa Cruz do Sul) and Sergio Rauber (Assistant for Institutional Relations SINDITABACO in Santa Cruz do Sul) • Interview with Flavio Goulart, Director of Corporate and Communication Affairs for JTI in Santa Cruz do Sul and Eduardo Jardim, Project Manager for JTI in Santa Cruz do Sul • Interview with Marcia Soares, Project Manager ARISE – ILO • Interview with Luisa Siqueira, Project Manager ARISE - WI
13/05/2014	Field Phase: Arroio do Tigre <ul style="list-style-type: none"> • Interview with Alceu Romar Mergen. President of the Rural Workers Union in Arroio do Tigre • Interview with representatives of the Arroio do Tigre Council: Gilberto Rathke (Mayor), Vania Pasa (Vice Mayor), Angela Rathke (First Lady), Denize Bernardy (Education Secretary) • Group discussion with JTI Leaf Technicians: Clenio Alberto Konzen, Sandro Centofante, Everton Billig, Luiz Mainardi and Pablo Bugs.
14/05/2014	Field Phase: Arroio do Tigre <ul style="list-style-type: none"> • Group discussion representatives of family beneficiaries: Neuza Hübner de Castro – Coloninha, Mareli Schmidt Jank – Linha Paleta, Cinara Konrad Hammerschmitt – Linha São Roque e Elisa Nelsi Rauber Haas – Linha São Roque • Visit to schools and informal discussions with staff: São Roque Community, Ervino Konrad School and Occidental Community, Balduino Brixner School. • Group discussion with students from the Model Farm School: Igor Hammerschmitt, Henrique Hammerschmitt, Raul Pinto, Leticia Rech, Jovana Haas e Eduarda Raminelli • Visit to Linha Rochina Schol and interaction with participants in the after school activities: German lessons and the School Garden
15/05/2014	Field Phase: Arroio do Tigre <ul style="list-style-type: none"> • Group discussion with local stakeholders: Council Secretariats, Rural Youth Associations (AJURATI), Women Associations, Rights Enforcement Committee, Health Promoters • Group discussion with schools head directors: Vera Schneider – School Jacob Dickel (Coloninha), Maria Lucia Vieira da Silva – School Ervino Konrad, Eliete Fux Antunes – School La Salle, Alexandra Shanke – School Linha Rochina and Regine Fantoni – Council Education Secretariat.
16/05/2014	Field Phase: Arroio do Tigre <ul style="list-style-type: none"> • Visit to producers (4) and School • Visit to training activity by ILO to School headteachers • Return to Santa Cruz do Sul
17 and 18/05/2014	Field Phase: Santa Cruz do Sul <ul style="list-style-type: none"> • Internal work: preparation of debriefing for the presentation of findings.
19/05/2014	Field Phase: Santa Cruz do Sul <ul style="list-style-type: none"> • Interview with Jair Staub. Co-ordinator and teacher of the Model Farm School activity by WI. • Interview with the Social Research Unit (NUPES in Portuguese) of the University of Santa Cruz do Sul (UNISC): Gabriela Maiar, Carmen R. Menezes, Renato Michel, Renata Borstam. • Interview with representatives of AFRUBRA (Association of Tobacco Producers): Romeu Scheneider (President) and Adalberto Huve (Manager of Environmental Issues).

Date	Activities carried out
20/05/2014	Field Phase: Arroio do Tigre <ul style="list-style-type: none"> • Debriefing with stakeholders for the presentation of preliminary findings. 20 participants (see list in the annex section) • Return to Porto Alegre
21/05/2014	Field Phase: Porto Alegre <ul style="list-style-type: none"> • Interview with Carmen Silveira de Oliveira: Former National Secretary for the Secretariat of Human Rights of the Presidency of the Republic and independent consultant on Childhood Policies • Phone interview with Carmen Silveira. General Coordinator of Occupational Health. Focal Point for Child Labour. Federal Government – Brasilia • End of the field phase.
From 23/05/2014 to 05/06/2014	Report Phase: Home based <ul style="list-style-type: none"> • Preparation of draft report • Phone Interview with Benjamin Smith. Senior Officer for Corporate Social Responsibility at ILO – ILO/FPRW/IPEC • Phone Interview with Nadine Osseiran, ILO/FPRW/IPEC Desk Officer for Africa • Email communication with Vicki Walker - Senior Program Officer & Child Labor Lead for Winrock. • Phone and email communication with EIA

Annex IV: Statistics of people contacted and tool applied

Table 1: Number of people contacted according the tool applied and the group of belonging in Malawi

	Individual interview	Group interview	Questionnaire	Focus group
ILO – JTI – WI technicians and managers HQ	9	2		
ILO – JTI – WI technicians and managers in Malawi	5	4		
National, provincial/state and district government representatives		25		
Technicians and managers from implementing agencies		10		
Representatives of employers and worker's organizations		5		
Technicians and managers from other involved/interested programs		2		
Direct beneficiaries (boys/girls, adolescents)		30		10
Other beneficiaries or target groups (mothers/fathers, teachers)		58		23
Representatives from civil society organizations (UN, NGOs, associations, etc.)	2			
Community Structures / Local Committees		21		
National Workshop participants			35*	
Totals	16	157		33

*It should be clarified that the 35 people found in the column corresponding to the questionnaire were not included in the calculation for the total number of people contacted. The reason for this is to avoid counting this group twice, as the questionnaires were handed out to people which had been contacted separately by the evaluators in the days leading up to the workshop.

Table 2: Number of people contacted according the tool applied and the group of belonging in Brazil

	Individual interview	Group interview	Questionnaire	Focus group
ILO – JTI – WI technicians and managers HQ	9	2		
ILO – JTI – WI technicians and managers in Brazil	5	4		
National, provincial/state and district government representatives	2	4		
Technicians and managers from implementing agencies		4		
Representatives of employers , producers and worker's organizations	1	4		
Technicians and managers from other involved/interested programs		6		
Direct beneficiaries (boys/girls, adolescents)				15
Other beneficiaries or target groups (mothers/fathers, teachers)		5		10
Representatives from civil society organizations (UN, NGOs, associations, etc.)		2		
National Workshop participants			20*	
Totals	17	31		25

*It should be clarified that the 20 people found in the column corresponding to the questionnaire were not included in the calculation for the total number of people contacted. The reason for this is to avoid counting this group twice, as the questionnaires were handed out to people which had been contacted separately by the evaluators in the days leading up to the workshop.

Annex V: Criteria used for the application of the gathering information tools

Criteria used for the application of the different gathering tools

- For the **selection of participants** for both, interviews as well as the focus groups, an intentional sampling will be applied in order to include key people with specific knowledge of relevant aspects of the project. Group interviews will take place in cases where it is deemed appropriate to maintain an open discussion with a collective group in which confidentiality will not be a determining factor. Participants will be identified keeping a gender perspective so to encourage the participation of women, particularly in those cases where this is considered to be key.
- Regarding the **individual interviews**:
 - No maximum number of interviews has been set, but it is important to include people with different positions and representation of institutions and / or communities that participated in the project. In principle, the study will try to cover most of the stakeholders included in the list provided by EIA.
 - The principle of saturation of the interviews will be applied, which occurs when there are very similar responses to the same type of interview.
 - Efforts will be made to select a diversity and variety of actors in accordance with the provisions of the paragraphs 44 of the TOR.
 - A script that includes objectives, themes and questions will be designed, although space is left to include other matters not anticipated in advance.
- In connection with the **Focal Groups**: the application of this tool is intended essentially for those actions that directly involve beneficiaries and where it is feasible to deal with homogeneous groups such as children, fathers/mothers or teachers:
 - Functional sampling will be carried out to identify the right focus groups,
 - Focus groups must be intrinsically homogeneous showing horizontal relationships among its members.
 - Each group should be between 6 and 12 participants,
 - In most cases, prior contact will be made fixing date, time, and objectives. When possible, spontaneous groups will be set up,
 - The number of groups to be organized will depend on the information which they are deemed to deliver (principle of saturation),
 - A pre-script will be pre-designed but it will be applied in a flexible manner.
- As for the **mini-surveys**, these will be carried out via the application of brief questionnaires. As with the Focus Groups, the questionnaires will be designed taking into account their ultimate application to homogeneous groups. This is meant to ensure that all or at least most of the questions are relevant to those required to fill out the questionnaire. Several questionnaires could be designed and applied depending on the identification of these groups.

Annex VI: List of participants in Brazil national debriefing

Lista de participantes no encontro de restituição preliminar de resultados - Estudo de avaliação do programa ARISE – Brasil - Arroio Do Tigre – 20 de maio de 2014

Nº	Nome	Posição
1	GILBERTO RATHKE	Prefeito do Arroio do Tigre
2	ANGELA RATHKE	Primeira Dama do Município do Arroio do Tigre
3	FLAVIO GOULART	Diretor de Assuntos Corporativos e Comunicação JTI – Santa Cruz do Sul
4	NILSO SCHENEIDER	Secretario de Agricultura da Prefeitura do Arroio do Tigre
5	EDUARDO JARDIM	Gerente de Projetos de Campo JTI Santa Cruz do Sul
6	PABLO DIOGO BUGS	Orientador de campo JTI
7	SANDRO DINIS CENTOFANTE	Orientador de campo JTI
8	LUIS EUGENIO MAINARDI	Orientador de campo JTI
9	LUISA SIQUERIA	Coordenadora do Programa Winrock (WI) ARISE
10	RENETE MENEGAZZI	Coordenadora de campo WI ARISE
11	MARIA CRISTINA LUCHESE	Coordenadora de campo WI ARISE
12	CLEDIA REDIN	Responsável de Monitoramento WI ARISE
13	THAIS DUMÊT	Oficial de Programação OIT - Brasília
14	NATANAEL LOPES	Responsável de Avaliação OIT - Brasília
15	MARCIA SOARES	Coordenadora do Programa ARISE - OIT
16	GRACIELA CORNAGLIA	Consultora ARISE - OIT
17	JAIR STAUB	Coordenador e professor dos Módulos de Ensino Técnico Agrícola e de Gestão – Escola Família Rural.
18	NADIA FRENGLER SOLF	Representante de SINDITABACO
19	VIVIANE REDIN MERGEN	Presidenta da Associação de Mulheres Rurais do Arroio do Tigre
20	ALCEU ROMAR MERGEN	Presidente do Sindicato dos Trabalhadores Rurais do Arroio do Tigre

Annex VII: List of participants in Malawi national debriefing

List of participants in the National Stakeholder Debriefing - Evaluation of the ARISE Program - Lilongwe – 5th May 2014

Name	Organisation	Contact number	Email address
Sewenthe Chipofya	YONECO	0888209974	sewenthechipofya@yoneco.org.mw
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A programme to reduce WFCL in tobacco-growing communities (Global, Brazil and Malawi)
 JTI ARISE Programme (achieving reduction of child labor in supporting education)
 Joint independent evaluation – March-June 2014

Name	Organisation	Contact number	Email address
Archangel Bakolo	Save the Children	0888871119	Archangel.bukplo@savethechildren.org
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Biswick Mlaviwa	DPD LL Representative	0995666134	bismlaviwa@gmail.com
Levison Nkhoma	Winrock	0993897567	Inkhoma@winrock.org
Hastings Thole	CICOD	0888505980	edwardthole@yahoo.co.uk
Joseph Kankhwangwa	MCTU	0999943883	jkankhwangwa@gmail.com

A programme to reduce WFCL in tobacco-growing communities (Global, Brazil and Malawi)
 JTI ARISE Programme (achieving reduction of child labor in supporting education)
 Joint independent evaluation – March-June 2014

Annex VIII: List of documents consulted

Key documents reviewed:

General:

- TOR
- ILO Briefing package: ILO Eval, IPEC General, IPEC PME y PM&E UN & others.
- JTI ARISE brochure.
- ARISE Governance structure.
- Annual Key Performance Indicators.
- Media Relations Protocol_ARISE_2013.
- ARISE Expansion Plan 2013 English.
- Initial CHOICE Program Document.
- KYG Introductory Booklet 2014 final (2).
- JTI approach to child labour in tobacco leaf value chain.
- Global Leaf Addressing CL and GTS in our value chain.
- ARISE teambuilding report Cape Town Workshop.

Global training program:

- Global Training Proposal 2014.
- Log frame Global Training Proposal 2014.
- JTI_Workshop_Report ILO 020114.

Malawi:

- ARISE Logical Framework WI_ILO_JTI Malawi May 2012.
- Malawi Baseline report 10.13.11 Winrock.
- WI ARISE Malawi Inception Report Baseline 6.30.11.
- School Needs Assessment Report.
- ARISE Malawi 2012 Year 2 Annual Report.
- 2013 Annual Report ARISE Malawi 1 21 14.
- ARISE Malawi Policies Manual FINAL.
- Various Presentations from implementing partners (YECE, CICOD, MCTU and ECAM).
- ILO ARISE MALAWI PRODOC FORMATTED.
- ARISE-Malawi-TPR-ILO-Feb 2014.
- Final Self Evaluation Report August 2. 2013 Submitted.
- Various APSOs DOCs.

Brazil:

- Annual Key Performance Indicators-2012-2013.docx WI.
- ARISE INTEGRATED LOGICAL FRAMEWORK – Brazil junho 2013.
- ARISE prodoc Brazil WI.
- ARISE prodoc Brazil ILO.
- RAUPP_Oct31_ConsultancyReport. Intermediate Assessment for WI.
- Relatorio final-Pesquisa-tabaco- BASELINE REPORT 10set2011.
- Resumo Executivo- Baseline Report.

- ARISE Brazil 2012 Year 2 Annual Report WI.
- Winrock ARISE Brazil 2013 Annual Report WI.
- Various presentations and docs on methodology approach.
- ILO Concept Paper on child labour in tobacco.
- IPEC Technical Progress Report 2013 (English) pre-submission.
- Mid-Term Self-Evaluation of the Arise Project – Concept note.
- Proposal of a State Plan for the Prevention and Elimination do CL and the protection the adolescent worker in Rio Grande do Sul.
- Systematization draft of the Experience of the ARISE program in Arroio do Tigre – Brazil. Prepared by the University of Santa Cruz do Sul.

Annex IX: Notes and guides for interviews and focus groups questionnaires

Guide - Notes for interview with program management and staff (WI & ILO) Malawi & Brazil

A bit of history. Origen of the project: How did your organization get involved in the initiative? Description of the process, background in CL and in the country... etc.

Comments on the design process:

- The baseline (June – October 2011). Was it a proper diagnosis? Was it a useful input to take decisions? Was it participatory? Is it being used for monitoring and impact assessment? It has been reported that the baseline was carried out in different communities to those where the activities were implemented later on. It looks more a survey or a study than a baseline i.e. very informative but, was it useful to establish the starting point and monitor de impact of the activities? Was this the purpose?
- Examples of connections with existing strategies, programs..., examples of applications of previously developed tools, methodologies, approaches, etc.
- Explain / describe the criteria applied for selection of communities and target groups.
- Adaptation to local capabilities and institutional arrangements. Examples in one direction or the other.
- Identification of assumptions and external factors.
- Flexibility to adapt to unexpected or changing circumstances.
- The design itself: was logical and coherent? Are the 3 pillars the right choice? Was gender issues duly considered? The same for sustainability? (Brazil: There is a comment on the assessment report October 2013 about the poor consideration of the patriarchal orientation of the local culture).
- Is it possible to have a common design for Malawi and Brazil?
- Has the budget been adequate and enough to implement the program of activities?
- Key Performance Indicators: only measure the outputs. No outcomes, no effects, impact, etc.
- Any comment on the rationale behind the project? From the TORs: *“ARISE forms part of JTI's strategy to contribute to eliminating Child Labour in global supply chains”* bearing this in mind, is the project doing the right thing? Is there any implicit or explicit “Theory of Change”? Is the integrated Log Frame a tool being used for the management of the project? Do partners know and share a common view on the path to achieve the global goal?
- What could be improved concerning the design process? Some respondents have pointed out that it was a fragmented process and the implementation started when the design was not fully clear, it was completed by doing. Not effective, too lengthy. Adaptive approach or improvisation? What are your views on this?
- The following comment has been extracted as a lesson learned from the document “Program Progress Condensed” (Power Point Presentation): *“Clarifying partners targets and monitoring roles in the design phase can enhance and facilitate program roll out and integration”* Can you elaborate a bit more on this?
- Were ILO and WI complementary along the design process or their respective views, roles, mandates, etc. acted as hindrances in this regard?

Implementation:

- WI: main activities in Malawi: awareness (CLDC and CLCC), MFS, Women Agribusiness Groups, Family Support Scholarships, After School Activities, other Community Led Initiatives.

- WI activities in Brazil:
 - Awareness raising, is it WI or is it the CCC?
 - MFS: very successful beginning but, has it been able to consolidate and expand this success beyond the “easy to reach groups”?
 - ARISE after school program: again, successful but is it being able to attract new people? There are some suggestions in the assessment (Magda Raupp October 2013) pointing towards the need of re-conceptualize some activities of this program (not fully appropriate for youth). The engagement of boys seems to be low... Not enough to deter CL during harvesting season.
 - Women Agribusiness Groups, Family Support Scholarships. Note the following comment extracted from the assessment: *“The program has very successfully gathered and trained groups of mothers in food preparation—bakery, jams, preserves—but faces difficulties going from training to generating income for mothers”*. Are those activities really an economic alternative to tobacco growing?
- Can you assess the delivery process of these activities, performance, achievement of targets, quantity and quality etc.? Examples of success and or failures, underachievement, etc. Reasons/Explanations for one and the other.
- ILO activities in Malawi. (i) Direct Action: vocational training, apprenticeships and skills, awareness raising, income generating activities, entrepreneurship and credit, enhanced safety and health, empowerment through organization. (ii) improved legal and regulatory framework.
- ILO activities in Brazil: awareness, learning environment, strengthening of the rights guarantee system/network, income generating activities, enhanced safety and health, improved regulatory framework.
- Can you assess the delivery process of these activities, performance, achievement of targets, etc.? Examples of success and or failures, underachievement, etc. Reasons/Explanations for one and the other.
- Examples of complementation, use of comparative advantages and synergies between ILO and WI components. Some cases of overlapping have been reported, particularly in regard with the awareness raising activities but at the same time some respondents has referred to some progress in this regard: “the on-going dialogue has helped to improve those initial gaps”. Can you refer to some examples of complementation and synergies between the partners? And with JTI? What is the role of the “Know your Grower program”?
- It has been reported that delays in the initial stages have resulting in a “rush to implement” not being this the ideal set-up for improving the educational environment. Has this been the case?
- Management of resources: resources have been available on time, there are guidelines are available and / or formal procedures for the procurement of goods and services.
- Performance of the sub-contractors:
 - WI Brazil: ESCOLA FAMILIA AGRICOLA DE STA CRUZ, COOPERATIVA DOS PROFISSIONAIS DE ASSITENCIA TECNICA.
 - WI Malawi: CRECCOM and NASFAM.
 - ILO Brazil: ?
 - ILO Malawi: ECAM, CICOD, Malawi Congress of Trade Unions, MoL, YECE.

Follow up and monitoring:

- Sources of verification of the KPIs, are they available?
- Internal mechanisms of control. Internal assessments or evaluation exercises carried out. Examples of corrective measures applied, lessons incorporated.

- DBMR and Community Based Beneficiary Monitoring. How does it work? Some differences have been reported between WI and ILO models, criteria, etc. This seems to be a key question in the TORs, has this really been a problem? Can you elaborate a bit more on this?
- Magda Raupp (Brazil) reports refers to the “Know your grower program”, as the program responsible for the monitoring.
- Your general views on the monitoring issue: strengths, weaknesses, main challenges, improvements... etc.

Direct Achievements: discuss achievements in the following areas:

- Engaging rural children in formal education and informal (vocational) education in agriculture and entrepreneurship.
- Improved productivity of farmers and increased Occupational Safety and Health and Decent Work for change in the farms.
- Raised awareness at grassroots level.
- Empowered communities to plan, initiate, and implement actions on their own.
- Strengthen networks between organizations and government agencies. Capacity building.
- Developed strategies, instruments and tools to improve the generation of data and knowledge about Child Labour in the communities.
- Mobilized and more capable local institutions against Child Labor.
- Positive dynamics in public policies against Child Labor.
- Involvement and interest shown by social actors.

Impact assessment:

- This has been mentioned during the Cape Town workshop as one of the most important outstanding challenges. KPI are about products and outputs not about impact or changes. Is it the monitoring system in place adequate to assess the medium and long term impact of ARISE?. Various stakeholders have reported that the project should develop some tools to assess the outcomes and changes triggered by these activities. What kind of outcomes ARISE should follow up?
- Mechanisms, tools, instruments, benchmarking being used for this purpose. Magda Raupp (Brazil) again: “A lot of information collected but no useful because its analysis is very demanding - overwhelming”.
- Possible improvements.
- Any sign of impact or any durable change in terms of people’s awareness, institutional capabilities, economic conditions of the families, communities, etc.? Any example?

Reporting:

- Describe and assess the reporting mechanisms in place.
- Strengths and weaknesses.
- Possible improvements.
- Asses the process for documenting and disseminating models of intervention, best practices, lessons learned, etc.? Any example of this?

Co-ordination structure:

- How efficient is the programme coordinating mechanism in place between JTI, ILO and Winrock at all levels (through the IAC, the PCC and CCC)? Assess its performance.

- How the collaboration between ILO and Winrock has been applied at country level through the CCC based on the joint logical framework?

Sustainability:

- Assess the design of the sustainability strategy for the whole ARISE programme and the ILO and Winrock projects, and assess the progress of the strategy.
- Tools applied to identify and manage the sustainability factors.
- Determine the potential to sustain the gains of the project beyond its life and what measures are needed to ensure this. Examples. What is going to happen with all the training effort which has been made?
- Identify potential good practices and inputs for models of intervention in CSR. Outputs susceptible of expansion or scale-up.

Guide – Note for interviews with representatives of local institutions: Ministries (Labor, Health, Education, Social Services) District, State Secretariats, Municipalities, Public Programs, Networks, Unions, Employers, CSO

- Introductory questions: Position of the interviewed person, time in that position, experience/knowledge of ARISE and involvement in the program. Establish level of participation in the program.
- General assessment on the program objectives and design: strengths and weaknesses, possible gaps, constrain, drawbacks..., etc. Validity of the approach. Was it realistic? Was there a proper appraisal? Adequate to the context? Anything missing?
- Please, assess participation of your institution in the diagnosis and project design.
- Coherence with local policies and efforts: Examples of integration and/or consideration of existing programs/capabilities. Examples of connections and / or contributions to the NAPs
- Major concerns/priorities at this moment for your office/Department in connection to Child Labor. Main policies in progress.
- How does the ARISE project fit into these priorities? Alignment with your policies, main contributions.
- Mechanisms of dialogue, joint analysis, interaction.
- Opinion about the implementation of activities, delivery of products (quantity and quality), performance of the partnership.
- Problems during implementation.
- Try to describe the outcomes of ARISE program in terms of:
 - Contribution of this project in terms of capacity building for your institution. Examples.
 - Contribution of this project in terms of inputs for policies. Examples.
 - Awareness about the risk of CL, at community and institutional level.
 - Engagement in education.
 - Economic empowerment of communities.
 - Regulatory framework.
 - Data and knowledge about CL in the tobacco sector.
 - Models of intervention for the reduction of CL.
 - Reduction of CL in the target communities.
- Examples of changes triggered by the project.
- Assess co-ordination structures.

- Achievements? Identify main factors of success. Differentiate by results or components.
- Under-achievements. Why? Analyse and describe factors that explain under-achievement. Main constraints in the surrounding environment, legal cultural barriers for the project activities to thrive.
- Ownership, prospects of continuation of project activities by other programs, commitments, leverage of funding, main constraints in this regard.
- Lessons learned, corrective measures, next steps.

Notes –Guide for focus groups with youth

- Presentations.
- Try to establish the extent of their participation in the project activities. Check that they can identify the activities that will be addressed during the discussions.
- Describe how they became involved in the project.
- Describe the things they liked and did not like about the project activities.
- Good things that has happened to them in / the past two years. Describe situation before and after the project.
- Try to establish their understanding of Child Labour.
- When do they think that a person is prepared to start working? At which age?
- What are the advantages of attending school and completing studies?
- What do you want to do in the future? Interests, aspirations, dreams.
- Try to establish your understanding of the concept of "rights".

Notes –Guide for focus groups with adults

- Presentations.
- Try to establish the extent of their participation in the project activities. Check that they can identify the activities that will be addressed during the discussions.
- Describe how they became involved in the project.
- Describe the things they liked and did not like about the project activities.
- Good things that has happened to them after they became involved in the project activities.
- Understanding of Child Labour. When do they think that a person is prepared to start working? At which age?
- What are the advantages of attending school and completing studies?
- Aspirations for their children.
- Try to establish your understanding of the concept of "rights".

Questionnaire for stakeholder of the arise program - Malawi 2011 – 2014

Key: 5 = Excellent; 4 = Good; 3 = Average; 2 = Fair; 1 = Poor

Questions	Scores					
	1	2	3	4	5	NA
1. Relevance and design of the project.						
1.1 The ARISE program responded to the real needs of the beneficiaries and stakeholders, including specific target groups and geographical areas						
1.2 The design of the program has taken into account the existing institutional arrangements, roles, capacity and commitment of the stakeholders involved						
1.3 The project has been able to identify the main constraints and/or opportunities of the surrounding environment and accommodated them in the design						
1.4 The project has connected with other local initiatives and fit within existing strategies to combat CL						
1.5 The project design has properly identified the external factors and assumptions that could affect its further performance and impact						
1.6 Project design has been flexible enough to allow adaptation to specific geographical contexts and/or new emerging circumstances						
1.7 The project has been effective and applied the right criteria in the identification of the target groups and communities						
1.8 The project has used good practices developed and lessons learnt in previous program experiences by both ILO and WI						
1.9 The design process has been efficient in terms of time and resources invested by the partners						
1.10 Partners and stakeholders shared a common and clear understanding of the project design at the beginning of the implementation						
1.11 Project objectives are realistic and achievable with the resources allocated						
1.12 The set of Key Performance Indicators selected by the project are adequate to measure the outputs, outcomes and impact						
2. Achievements / Impact						
2.1 The project has succeeded in identifying and engaging rural children in formal education and informal (vocational) education, in agriculture and entrepreneurship						
2.2 ARISE program has improved productivity of farmers and increased Occupational Safety and Health and Decent Work for change in the farms						
2.3 ARISE program has raised awareness at grassroots level against the Worst Forms of Child Labor and communities have been empowered to plan, initiate, and implement actions on their own						
2.4 The project has helped in building networks between organizations and government agencies working to address child labour on the national, district and local/community levels						
2.5 The programme has developed strategies, instruments and tools to improve the generation of data and knowledge about Child Labour in the communities						
2.6 The project has mobilized local institutions/structures against Child Labor and helped them to improve their capabilities						
2.7 The project has triggered positive dynamics in public policies against Child Labour						
2.8 In general, the services provided by the direct actions have been adequate in terms of quality, scope, time, etc.						
3. Implementing process						
3.1 The co-ordination and interaction with local programs and institutions has been satisfactory						
3.2 The implementation approach has been adaptive and flexible, enabling the project team to overcome the unexpected obstacles without hindering the effectiveness of the project						
3.3 The co-ordination mechanisms between and among partners have been effective and there are visible examples of synergies and complementation between the ILO and WI components of ARISE						

Questions	Scores					
	1	2	3	4	5	NA
3.4 The monitoring system put in place has been effective in registering and documenting the outputs and outcomes of the program						
3.5 The joint governance structure of the ARISE program has been effective in the follow-up of the activities, the communication between partners and the decision-making						
4. Sustainability						
4.1 Project managers have applied an explicit and consensual /realistic sustainability strategy						
4.2 The program has developed tools and methodologies that can be subsequently incorporated into other programs						
4.3 The program has been able to mobilize and/or leverage national, district funding						
4.4. There are reasonable expectations that local institutions/structures incorporate some program components into their action plans						
4.5 Changes in socio-cultural patterns are likely to expand their effects among target groups						
4.6 The program has produced valuable elements for the elimination of Child Labor and has high likelihood of being scaled up						

Questionario para participantes do programa arise
Brasil 2011 – 2014

Questões	Pontos					
	1	2	3	4	5	S/I
1. Relevância e desenho do projeto.						
1.1 O programa ARISE atendeu as necessidades dos beneficiários e stakeholders, incluindo grupos alvo e as áreas geográficas selecionadas						
1.2 O desenho do programa ARISE levou em conta os arranjos institucionais papéis, capacidade e compromisso dos atores stakeholders envolvidos						
1.3 O projeto conseguiu identificar as principais restrições e oportunidades do projeto e acomodá-las no desenho do projeto						
1.4 O projeto conseguiu fazer uma conexão com outras iniciativas locais e se inseriu nas estratégias de combate ao Trabalho Infantil						
1.5 O projeto identificou fatores externos e premissas que podem afetar sua futura performance e impacto						
1.6 Projeto se mostrou flexível para permitir adaptação ao específico geográfico contexto local						
1.7 O projeto se mostrou efetivo e aplicou critérios adequados na identificação do grupo alvo e das comunidades a serem atendidas						
1.8 O projeto usou as boas práticas desenvolvidas e as lições aprendidas em previas experiências pela OIT e Winrock						
1.9 O funcionamento do projeto se mostrou eficiente em termos de tempo e recursos investido pelos parceiros						
1.10 Parceiros e stakeholders compartilharam um claro entendimento comum do projeto desde o início da implementação						
1.11 os objetivos do Projeto eram realistas e atingíveis com o recursos alocados						
1.12 Os Indicadores selecionados pelo projeto (Key Performance) foram adequados para medir o resultado do projeto e seu impacto						
2. Resultados / Impacto						
2.1 O projeto conseguiu identificar e engajar crianças rurais na educação formal e informal (vocacional) na agricultura e praticas empreendedoras.						
2.2 O Programa ARISE aumentou a produtividade dos agricultores e aumentou a Segurança e a Saúde Ocupacional nas fazendas bem como contribuiu para fortalecer o Trabalho Decente nesses locais						
2.3 O programa ARISE aumentou a consciência na base contra as piores formas de trabalho infantil e as comunidades foram capacitadas para planejar , iniciar e executar ações por sua própria conta						
2.4 O Projeto tem ajudado na construção de redes entre as organizações e agências governamentais que trabalham para enfrentar o trabalho infantil em o nível nacional, provincial e local						
2.5 O programa tem desenvolvido estratégias, instrumentos e ferramentas para melhorar a geração de dados e conhecimento sobre o Trabalho Infantil nas comunidades						
2.6 O Projeto ajudou a mobilizar as instituições locais contra Trabalho Infantil e ajudou-os a melhorar as suas capacidades						
2.7 O Projeto tem provocado uma dinâmica positiva (circulo virtuoso) nas políticas públicas contra o Trabalho Infantil						
2.8 Em geral, os serviços prestados pelas ações diretas podem ser considerados adequados em termos de qualidade, escopo, tempo , etc.						
3. Processo de Implementação						
3.1 A coordenação e a interação com os programas e as instituições locais tem sido satisfatório						
3.2 A abordagem de implementação tem sido flexível permitindo a equipe do Projeto adaptá-lo para superar os obstáculos inesperados sem prejudicar o eficácia do Projeto						
3.3 Os mecanismos de coordenação entre os parceiros têm sido eficazes e há exemplos visíveis de sinergias e complementaridade entre os componentes da OIT e da Winrock						
3.4 O sistema de monitoramento tem sido eficaz em registrar e documentar os resultados do programa ARISE						

Questões	Pontos					
	1	2	3	4	5	S/I
3.5 A estrutura de governança conjunta do Programa ARISE tem sido eficaz no acompanhamento das atividades, na comunicação entre parceiros e no processo decisório						
4. Sustentabilidade						
4.1 Os gestores do Projeto aplicaram uma estratégia explícita e consensual de sustentabilidade						
4.2 O programa tem desenvolvido ferramentas e metodologias que podem ser posteriormente incorporadas em outros programas						
4.3 O programa tem sido capaz de mobilizar e / ou alavancar financiamento nacional, distrital ou municipal						
4.4 Há expectativas razoáveis de que as instituições locais incorporam alguns componentes do programa em seus planos de ação						
4.5 As mudanças nos padrões sócio- culturais são susceptíveis de expandir os seus efeitos entre os grupos-alvo						
4.6 O programa produziu elementos valiosos para o eliminação do Trabalho Infantil suscetíveis de ser ampliados						

Questionário para participantes do programa arise
Brasil 2011 – 2014

Questões	Pontos					
	1	2	3	4	5	SR
1.1 O programa ARISE atendeu as necessidades dos beneficiários e parceiros?						
1.2 O programa conseguiu fazer uma ligação com outros programas e iniciativas locais de combate ao Trabalho Infantil?						
1.3 O programa se mostrou flexível para permitir adaptação à realidade?						
2.1 O programa conseguiu identificar e engajar crianças e adolescentes na educação e outras atividades da escola como contraturno?						
2.2 O Programa ARISE aumentou a produtividade e o uso do EPI no campo?						
2.3 O programa ARISE aumentou a consciência sobre trabalho infantil e as comunidades foram capacitadas sobre o tema?						
2.4 O programa ajudou a mobilizar as instituições locais contra Trabalho Infantil e ajudou-os a melhorar as suas competências sobre o tema?						
2.5 O Projeto tem provocado mudanças positivas nas políticas contra o Trabalho Infantil?						
2.6 Em geral, os serviços prestados pelas ações do Programa ARISE podem ser considerados adequados e de qualidade?						
3.1 A coordenação e a interação com os programas e as instituições locais têm sido satisfatória?						
4.1 O programa têm sido capaz de mobilizar recursos para o município?						
4.2 Há possibilidades concretas de que as instituições locais usem alguns componentes do programa em seus planos de ação?						
4.3 O programa produziu exemplos úteis para a eliminação do trabalho infantil que podem ser ampliados?						

Annex X: Summary of achievements of the ARISE Program - Brazil

Summary of achievements of the arise program in Brazil

IMMEDIATE OBJECTIVE No. 1: Child labour is reduced through improvements in education, opportunity and awareness	
Output 1.1: Information and awareness in targeted communities	<p>An extensive list of activities were carried out for awareness and sensitization with different target groups: teachers, parents, leaf technicians, local leaders, women integrated in the Association of Rural Women Workers from Arroio do Tigre, Rural Youth under AJURATI association, children participating in different activities such as "Sports Day"</p> <p>According to reports from ILO and WI the following figures show the extension of the awareness work carried out:</p> <ul style="list-style-type: none"> • 5.000 people from the general public through different events. • 900 Children • 225 Teachers trained in partnership with CEREST. • 18 local leaders trained • 1.200 Leaf Technicians from the 13 companies affiliated to SINDITABACO in the 3 Southern States of Brazil (Rio Grande do Sul, Santa Catarina and Parana)
Output 1.2: After-school program for Primary school-level children	<ul style="list-style-type: none"> • Arroio do Tigre: 34 workshops: 769 children • Sobradinho: 15 workshops 259 children • Ibarama: 22 workshops 365 children • Lagoa Bonita: 6 workshops 110 children • Sport in action in Arroio do Tigre: 220 crianças. <p>The Arise Program has liaised with the "More Education Programme" which was created in 2007 by the Federal Govt, with the objective of increasing the education supply in public schools through afterschool activities</p>
Output 1.3: School learning environment improved	<ul style="list-style-type: none"> • 1449- Number of children who benefit from the improvements provided by the Program to schools. 19 schools benefited from this program. • 164 students graduated in Farming Techniques and Management thanks to the Partnership with School Family Farm and COOPATER Model Farm School • 100 Teachers Trained on the SCREAM Methodology - Education, Communication and Art in Defence of the Rights of the Child and Adolescent
Output 1.4: Strengthened Rights Guarantee System	<ul style="list-style-type: none"> • Several meetings, trainings and seminars done with the Board of Rights, Guardianship Councils and Intersector Councils (Social Assistance, Health, Violence): 373 people trained and 19 entities involved • Technical assistance was provided to the Municipal Council for the Rights of Children and Adolescents. • Support to the "First Regional Seminar of Guardianship Councils".
Output 1.5: Community based system established for tracking and monitoring	Not implemented in Brazil

IMMEDIATE OBJECTIVE No. 2 : Increased economic empowerment in targeted tobacco growing communities	
Output 2.1: Mothers' small businesses improved with Family Support Scholarship distribution (conditional capital investment) and agribusiness training	<ul style="list-style-type: none"> • Family Support Scholarships were not provide by ARISE Brazil but 469 women participated in different training activities. Of those, 458 were provided with of conditional capital investments. • The Municipality of Arroio do Tigre, has continued providing support, through the provision of an space for marketing (Fair) to those women who decided to run small business. Around 20 women continue using this space
Output 2.2: Income-generating activities, entrepreneurship and access to credit for farmers in targeted communities improved	<ul style="list-style-type: none"> • Entrepreneurship Awareness-Raising Workshop 83 farmers and union members came to the event • The training of rural property management 19 farmers attended the training • Technical support to Ajurati (Association of Rural Youth) for the production and marketing of horticultural products. • Raising a funding policy for women in the Secretariat of Agriculture, Livestock and Agribusiness.

IMMEDIATE OBJECTIVE No. 2 : Increased economic empowerment in targeted tobacco growing communities	
Output 2.3: Enhanced safety and health on tobacco farms, improved agriculture production	<ul style="list-style-type: none"> • In partnership with SINDITABACO Training of 1200 Leaf Technicians in the 3 main states producers of Tobacco in the Southern Region. 12 meetings were held for this purpose. 1300 guides were distributed. • Training and awareness of Health Workers from the Municipality of Arroio do Tigre. The training was attended by technicians from CEREST - Occupational Health Reference Centre.
IMMEDIATE OBJECTIVE No. 3 : Improved legal and regulatory framework for the elimination of child labour and promotion of education	
Outcome 3.1: Strategies for prevention and elimination of child labour and protection of working adolescents	<ul style="list-style-type: none"> • 1 State Plan for the Prevention and Eradication of Child Labour and for the Protection of the Adolescent Worker of Rio Grande do Sul prepared • On-going Technical Assistance provided to the Rights Guardianship System. 65 Counsellors Guardianship trained. 12 Secretaries of Social Welfare Empower. • Liaison with State Forum for the prevention of CL to ensure the participation of the tobacco sector • Regular meetings with the State Department of Agriculture and Agribusiness of Rio Grande do Sul, as well as with advisors to the Governor of Rio Grande do Sul, to request and encourage their farming agenda to launch their programmes in Arroio do Tigre • Training of Local Official from 12 Municipalities in Fund Raising, Project Management and Accountability. • Different dissemination activities: Campaigns, seminars conferences, etc.
Outcome 3.2: Studies and research	<ul style="list-style-type: none"> • 1 Research in progress in partnership with the Centre for Social Research of the University of Santa Cruz do Sul. • 1 geographically referenced survey of child labour based on the 2010 Census data. • 1 Statute of Children and Adolescents published • 1 Brochure on ECOAR methodology published.

Annex XI: Summary of achievements of the ARISE Program - Malawi

Summary of achievements of the arise program in Malawi

IMMEDIATE OBJECTIVE No. 1: Child labour is reduced through improvements in education, opportunity and awareness	
Output 1.1: Information and awareness in targeted communities	<p>An extensive list of activities were carried out for awareness and sensitization with different target groups: teachers, parents, district officers, leaf technicians, local leaders, women, youth.</p> <p>This was done through different events: organization of the World Day Against CL, dissemination of IEC Materials, radio messages, Community Resource mobilization for teacher motivation and Education advancement (CREATE), inter-district exchange visits, training activities in different formats, set-up of CL Committees.</p> <p>According to reports from ILO and WI the following figures show the extension and impact of the awareness work carried out:</p> <ul style="list-style-type: none"> • More than 23.000 people participated different awareness events • 50 members of the CLCC were trained for monitoring activities • Communities have started-up their own initiatives as a result of the awareness work carried out. Examples: Community Based Child Care (CBCC) and Adult Literacy Centres • No pre and post-surveys were carried out except for some training activities. Pre-test and post-test show 98% improvement in knowledge about the topics subject of training.
Output 1.2: Child labourers benefit from Family Support Scholarship	<ul style="list-style-type: none"> • 1200 children benefited from FSS. Out of those, 600 were supported with scholarship kits as well. School attendance of child beneficiaries was at 94.6 % and 349 children attended afterschool activities at least 70 per cent of the time.
Output 1.3: Children (5 – 15 years of age) vulnerable to child labour benefit from after-school academic programming and mentoring	<ul style="list-style-type: none"> • 909 of children who benefit from the After School Program. • 86 people (mother, mentors, teachers), were trained in mentorship skills and how to organize and conduct afterschool activities • 273 Children Trained in Theatre For Development (TFD)
Output 1.4: School learning environment improved	<ul style="list-style-type: none"> • 2013: School Feeding Program reached in 11 Arise schools benefiting 12,027 pupils (5,954 girls and 6,073 boys) • 2013 Adult Literacy: 33 facilitators trained on the REFLECT
Output 1.5: Support for increased access to relevant vocational training target group (15-17)	<ul style="list-style-type: none"> • ILO has provided in Carpentry, Civil Construction and Tailoring. 807 youth enrolled in vocational training programs. 301 completed vocational training programs. 56 placed in job or provided with start-up assistance. • Market assessment has been conducted and contacts are in progress with different companies to agree and set-up an apprenticeship program for those who finish the vocational training • WI has enrolled 488 youth (mainly drop-outs) in the Model Farm Schools and some of them are progressing towards Youth Producers Clubs
Output 1.6: Community-based Child Labour Monitoring System replicated, piloted, strengthened and institutionalised	<ul style="list-style-type: none"> • 20 CBCLMS were set up WI trained 50 CCLC members (25 from Ntcheu and 25 from Lilongwe) were trained in child labour monitoring and how to map and create a referral system. The trainees replicated the training to a total of 400 CCLC members, community leaders, and a VDC representative.
Output 1.7: Role models and champions are developed to strengthen local awareness raising	<ul style="list-style-type: none"> • No information available
IMMEDIATE OBJECTIVE No. 2 : Increased economic livelihoods of targeted households in tobacco growing communities	
Output 2.1: Parents/guardians business improved with conditional business grant distribution	<ul style="list-style-type: none"> • 731 mothers trained and participating in business promotion. • 54 packages of Capital were provided to the group.
Output 2.2: Income-generating activities, entrepreneurship and access to credit for farmers in targeted communities improved	<ul style="list-style-type: none"> • 253 beneficiaries trained in SIYB and GET Ahead in both Ntcheu and Lilongwe • 191 beneficiaries received grants for Income Generating Activities.

IMMEDIATE OBJECTIVE No. 2 : Increased economic livelihoods of targeted households in tobacco growing communities	
Output 2.3: Market/ employment opportunity research and Training for Rural Economic Empowerment (TREE)	<ul style="list-style-type: none"> • 1 Market/employment opportunity research completed for all ILO target communities • 89% of farmers and youth trained in TREE methodology
Output 2.4: Enhanced safety and health, improved agriculture production and promotion of Farmer Field schools	<ul style="list-style-type: none"> • 288 beneficiaries trained on OSH This will be done by MCTU with support from the Ministry of Labour Occupational Safety and Health Department • Farmer Field Schools (FFSs) has been established in target communities. 488 of youth enrolled in MFS
Output 2.5: Promotion of income generating activities (IGAs) for the CCLCs, schools and other relevant community structures on a pilot basis	<ul style="list-style-type: none"> • Training and technical assistance to selected CCLCs and schools for the creation of IGAs was provided as well as . access to micro-finance services. • 198 IGAs implemented by community structures • 132 households with improved access to credit and/or markets
Output 2.6: Greater empowerment through organization	<ul style="list-style-type: none"> • MCTU has carried out several community meetings in Lilongwe and Ntcheu targeting rural workers, teachers and JTI leaf technicians. During those meetings MCTU has addressed issues such as workers right, networking, occupational health. • Stronger links and communications channels have been established between communities and official structures at district level.
Outcome 2.7: Increased interaction between private sector, communities, and farmers leads to strengthened livelihoods	<ul style="list-style-type: none"> • 24 JTI Leaf Technicians have been trained
Community led initiatives: Adult Literacy Circles and Community Based Child Care	<ul style="list-style-type: none"> • "At the moment, 20 CBCCs are working in both Lilongwe and Ntcheu but out of the twenty, five are currently being roofed whilst the other fifteen are still grass thatched; 368 children are attending CBCCs and a total of 63 caregivers are taking care of the children. • A total of 213 tobacco farmers, women involved in agribusiness and other community members are attending REFLECT circles, there are 20 REFLECT circles with a total of 62 REFLECT facilitators"

IMMEDIATE OBJECTIVE No. 3 : Improved legal and regulatory framework for the elimination of child labour and promotion of education	
Outcome 3.1: Strengthened capacity for implementation of National Action Plans	<ul style="list-style-type: none"> • Training and on-going technical assistance provided to stakeholders. A comprehensive training workshop was carried out from 17th October, 2012 targeting Government, workers, employers, JTI Malawi and NGOs. The training covered various aspects of CLMS, development of child labour strategies including the IPEC model, resource mobilization, and roles of various partners • Implementing partners, MCTU and ECAM have conducting on-going advocacy activity for the mainstreaming of child labour concerns into relevant policies and programmes • Set up of a network of focal points covering the Ministry of agriculture, Labour, Social welfare, Local Government, Police and Education. • Support to the outlining of the Child Labor National Policy
Outcome 3.2: Advocacy systems developed and functioning for legislative and regulatory frameworks conducive to child labour elimination	<ul style="list-style-type: none"> • ILO under the UNDAF framework is in close coordination with UNDP to advocate for market structure improvement. ILO is identifying avenues under the Malawi Innovation Challenge Fund to link the target groups • Participation and assistance to national debates such as the Tenancy Bill and the Integrated Production System.

Annex XII: Questionnaires results

Processing of questionnaires – Malawi

Extended questionnaire

Questions	Mean	Standard var
1. Relevance and design of the project.		
1.1 The ARISE program responded to the real needs of the beneficiaries and stakeholders, including specific target groups and geographical areas	3,9	0,85
1.2 The design of the program has taken into account the existing institutional arrangements, roles, capacity and commitment of the stakeholders involved	4,0	0,97
1.3 The project has been able to identify the main constraints and/or opportunities of the surrounding environment and accommodated them in the design	3,9	0,77
1.4 The project has connected with other local initiatives and fit within existing strategies to combat CL	4,2	0,80
1.5 The project design has properly identified the external factors and assumptions that could affect its further performance and impact	3,8	1,19
1.6 Project design has been flexible enough to allow adaptation to specific geographical contexts and/or new emerging circumstances	3,8	0,85
1.7 The project has been effective and applied the right criteria in the identification of the target groups and communities	4,3	1,03
1.8 The project has used good practices developed and lessons learnt in previous program experiences by both ILO and WI	4,4	0,93
1.9 The design process has been efficient in terms of time and resources invested by the partners	3,6	0,88
1.10 Partners and stakeholders shared a common and clear understanding of the project design at the beginning of the implementation	4,1	1,27
1.11 Project objectives are realistic and achievable with the resources allocated	3,8	1,04
1.12 The set of Key Performance Indicators selected by the project are adequate to measure the outputs, outcomes and impact	4,1	1,04
2. Achievements / Impact		
2.1 The project has succeeded in identifying and engaging rural children in formal education and informal (vocational) education, in agriculture and entrepreneurship	4,4	0,65
2.2 ARISE program has improved productivity of farmers and increased Occupational Safety and Health and Decent Work for change in the farms	3,6	0,80
2.3 ARISE program has raised awareness at grassroots level against the Worst Forms of Child Labor and communities have been empowered to plan, initiate, and implement actions on their own	4,4	0,52
2.4 The project has helped in building networks between organizations and government agencies working to address child labour on the national, district and local/community levels	4,4	0,87
2.5 The programme has developed strategies, instruments and tools to improve the generation of data and knowledge about Child Labour in the communities	4,2	0,95
2.6 The project has mobilized local institutions/structures against Child Labor and helped them to improve their capabilities	4,4	0,77
2.7 The project has triggered positive dynamics in public policies against Child Labor	4,2	0,65
2.8 In general, the services provided by the direct actions have been adequate in terms of quality, scope, time, etc.	3,5	0,49
3. Implementing process		
3.1 The co-ordination and interaction with local programs and institutions has been satisfactory	3,7	0,63
3.2 The implementation approach has been adaptive and flexible, enabling the project team to overcome the unexpected obstacles without hindering the effectiveness of the project	3,8	0,58
3.3 The co-ordination mechanisms between and among partners have been effective and there are visible examples of synergies and complementation between the ILO and WI components of ARISE	3,8	0,86

Questions	Mean	Standard var
3.4 The monitoring system put in place has been effective in registering and documenting the outputs and outcomes of the program	3,7	0,70
3.5 The joint governance structure of the ARISE program has been effective in the follow-up of the activities, the communication between partners and the decision-making	3,6	1,14
4. Sustainability		
4.1 Project managers have applied an explicit and consensual /realistic sustainability strategy	3,6	1,12
4.2 The program has developed tools and methodologies that can be subsequently incorporated into other programs	4,0	0,90
4.3 The program has been able to mobilize and/or leverage national, district funding	3,0	0,67
4.4 There are reasonable expectations that local institutions/structures incorporate some program components into their action plans	3,7	0,65
4.5 Changes in socio-cultural patterns are likely to expand their effects among target groups	3,8	0,94
4.6 The program has produced valuable elements for the elimination of Child Labor and has high likelihood of being scaled up	4,4	0,52

Processing of questionnaires – Brazil

Extended questionnaire

Questions	Mean	Standar var
1. Relevância e desenho do projeto		
1.1 O programa ARISE atendeu as necessidades dos beneficiários e stakeholders, incluindo grupos alvo e áreas geográficas específicas	4,3	0,71
1.2 O desenho do programa ARISE levou em conta os arranjos institucionais papéis, capacidade e compromisso dos atores stakeholders envolvidos	3,5	0,53
1.3 O programa conseguiu identificar as principais restrições e oportunidades do entorno e acomodá-las no desenho do projeto	3,9	0,64
1.4 O programa conseguiu fazer uma conexão com outras iniciativas locais e se inseriu nas estratégias de combate ao Trabalho Infantil	4,1	0,64
1.5 O programa identificou fatores externos e premissas que podiam afetar seu futura desempenho e impacto	4,1	0,83
1.6 O programa se mostrou flexível para permitir adaptação às especificidades do contexto geográfico local e as novas circunstancias emergentes	4,5	0,53
1.7 O programa se mostrou efetivo e aplicou critérios adequados na identificação do grupo alvo e das comunidades a serem atendidas	3,6	0,52
1.8 O programa usou as boas práticas desenvolvidas e as lições aprendidas em previas experiências pela OIT e Winrock	3,8	0,46
1.9 O funcionamento do programa se mostrou eficiente em termos de tempo e recursos investido pelos parceiros	3,6	0,74
1.10 Parceiros e stakeholders compartilharam um claro entendimento comum do programa desde o inicio da implementação	3,1	0,64
1.11 os objetivos do programa eram realistas e atingíveis com os recursos alocados	3,4	0,98
1.12 Os Indicadores selecionados pelo projeto (Key Performance) foram adequados para medir o resultado do projeto e seu impacto	2,4	0,74
2. Resultados / Impacto		
2.1 O programa conseguiu identificar e engajar crianças rurais na educação formal e informal (vocacional) na agricultura e praticas empreendedoras	4,5	0,53
2.2 O Programa ARISE aumentou a produtividade dos agricultores e a Segurança e a Saúde Ocupacional nas fazendas bem como contribuiu para fortalecer o Trabalho Decente nesses locais	3,5	0,93
2.3 O programa ARISE aumentou a consciência na base contra as piores formas de trabalho infantil e as comunidades foram capacitadas para planejar, iniciar e executar ações por sua própria conta	4,0	0,93
2.4 O programa tem ajudado na construção de redes entre as organizações e agências governamentais que trabalham para enfrentar o trabalho infantil em o nível nacional, provincial e local	3,8	1,16
2.5 O programa tem desenvolvido estratégias, instrumentos e ferramentas para melhorar a geração de dados e conhecimento sobre o Trabalho Infantil nas comunidades	4,1	0,64
2.6 O programa ajudou a mobilizar as instituições locais contra Trabalho Infantil e ajudou-os a melhorar as suas capacidades	4,3	0,71
2.7. O Projeto tem provocado uma dinâmica positiva (circulo virtuoso) nas políticas públicas contra o Trabalho Infantil	4,0	0,76
2.8 Em geral, os serviços prestados pelas ações diretas podem ser considerados adequados em termos de qualidade, escopo, tempo, etc.	4,1	0,64
3. Processo de implementação		
3.1 A coordenação e a interação com os programas e as instituições locais tem sido satisfatório	4,3	0,46
3.2 A abordagem de implementação tem sido flexível permitindo a equipe do programa adaptá-lo para superar os obstáculos inesperados sem prejudicar o eficácia do Projeto	4,1	0,35
3.3 Os mecanismos de coordenação entre os parceiros têm sido eficazes e há exemplos visíveis de sinergias e complementaridade entre os componentes da OIT e da Winrock	2,0	1,07
3.4 O sistema de monitoramento tem sido eficaz em registrar e documentar os resultados do programa ARISE	3,1	0,64

Questions	Mean	Standar var
3.5 A estrutura de governança conjunta do Programa ARISE tem sido eficaz no acompanhamento das atividades, na comunicação entre parceiros e no processo decisório	2,8	1,04
4. Sustentabilidade		
4.1 Os gestores do programa aplicaram uma estratégia explícita e consensual de sustentabilidade	3,4	0,92
4.2 O programa tem desenvolvido ferramentas e metodologias que podem ser posteriormente incorporadas em outros programas	4,4	0,52
4.3 O programa tem sido capaz de mobilizar e / ou alavancar financiamento nacional, distrital ou municipal	3,8	1,28
4.4 Há expectativas razoáveis de que as instituições locais incorporam alguns componentes do programa em seus planos de ação	4,1	0,83
4.5 As mudanças nos padrões sócio- culturais são susceptíveis de expandir os seus efeitos entre os grupos-alvo	4,1	0,35
4.6 O programa produziu elementos valiosos para o eliminação do trabalho Infantil suscetíveis de ser ampliados	4,8	0,46

Processing of questionnaires – Brazil

Short questionnaire

Questions	Mean	Standar var
1.1 O programa ARISE atendeu as necessidades dos beneficiários e parceiros?	4,3	0,50
1.2 O programa conseguiu fazer uma ligação com outros programas e iniciativas locais de combate ao Trabalho Infantil?	4,1	0,83
1.3 O programa se mostrou flexível para permitir adaptação à realidade?	4,6	0,73
2.1 O programa conseguiu identificar e engajar crianças e adolescentes na educação e outras atividades da escola como contraturno?	4,8	0,44
2.2 O Programa ARISE aumentou a produtividade e o uso do EPI no campo?	4,0	0,89
2.3 O programa ARISE aumentou a consciência sobre trabalho infantil e as comunidades foram capacitadas sobre o tema?	4,8	0,44
2.4 O programa ajudou a mobilizar as instituições locais contra Trabalho Infantil e ajudou-os a melhorar as suas competências sobre o tema?	4,4	0,53
2.5. O Projeto tem provocado mudanças positivas nas políticas contra o Trabalho Infantil?	4,3	0,71
2.6. Em geral, os serviços prestados pelas ações do Programa ARISE podem ser considerados adequados e de qualidade?	4,7	0,71
3.1 A coordenação e a interação com os programas e as instituições locais têm sido satisfatória?	4,4	0,74
4.1 O programa têm sido capaz de mobilizar recursos para o município?	4,6	0,74
4.2. Há possibilidades concretas de que as instituições locais usem alguns componentes do programa em seus planos de ação?	4,2	0,67
4.3 O programa produziu exemplos úteis para a eliminação do trabalho infantil que podem ser ampliados?	4,3	0,71

Annex XIII: Evaluation team

Team leader: José María Álvarez
Academic Titles: Bachelor degree (5 years) in Law, (Universidad de Oviedo- Spain) Social Work Diploma (3 years) (Universidad de Oviedo- Spain) Post-Graduate in Development Studies (1 year) (Universidad Complutense de Madrid- Spain). Post-Graduate course (200 hours) in "Project Management". University of Teeside. Reino Unido
Knowledge and Experience in Development Aid, Project Evaluation and Projects Relevant to this Work: The applicant has carried out during the last twenty two years different missions acting from different positions: free-lance consultant, NGO worker and UN officer. Along this time he has acquired a relevant experience in the health and education domains. He has carried out more than 50 evaluation studies and 20 Monitoring Exercises upon request of a wide variety of organizations including NGOs, National and Regional Governments, the European Commission, UN Agencies (ILO/FPRW/IPEC,), International Federation of Red Cross, among others. As a result of this experience he has acquired a relevant knowledge on evaluation methodologies. The applicant has carried out Evaluation Studies on Child Labour issues before and is familiar with the, policies, approaches and methodologies usually applied in this domain Previous working experience in Brazil and Malawi
Years of Professional Working Experience:: 25
National Consultant (Brazil): Prof. Dr. Ricardo Wahrendorff Caldas, Ph.D.
Academic Titles: Bachelor degree (5 years) in Economics, (University of Brasilia - UnB) – Brazil Master of Arts (M.A.) in Political Science (4 years) (University of Brasilia - UnB) – Brazil Ph.D. in International Relations (5 years) (University of Kent at Canterbury/UKC. United Kingdom). Post-Doctoral Studies in Public Policy – Columbia University (USA). Post-Doctoral Studies in Public Policy –University of Sao Paulo (USP/Brazil).
Knowledge and Experience in Development Aid, Project Evaluation and Projects Relevant to this Work: Professor of Public Policy and Evaluation Methodology at University of Brasilia (UnB); Director of the Centre for Advanced Studies at University of Brasília (UnB), with the main focus of development activities, international aid and international cooperation; Creator of the PhD Programme Society, Development and International Cooperation with the Centre for Advanced Studies at University of Brasília (UnB), Consultant for Brazilian Agency of Cooperation (ABC) affiliate to the Brazilian Ministry of Foreign Affairs ('Itamaraty') More than 20 evaluation studies for different Brazilian and international organisations,
Years of Professional Working Experience: 28
National Consultant Malawi: George Limabika Villili
Academic Titles: Masters of Science (2 years) Health Geography, (University of Malawi- Chancellor College) Bachelor of Education (4 years) (University of Malawi- Chancellor College)
Knowledge and Experience in Development Aid, Project Evaluation and Projects Relevant to this Work: The applicant has carried out during the last fourteen years different assignments from different positions: free-lance consultant and NGO worker. Along this time he has acquired a relevant experience in the health, livelihoods and education sector. He has carried out close to 20 evaluation studies and 8 Monitoring Exercises from UN agencies, UNICEF through SADC, USAID funded projects, variety of organizations including NGOs, Research Institutions, among others. Relevant knowledge on evaluation methodologies. The applicant is familiar with the, policies, approaches and methodologies usually applied in this sector as well as with the main challenges of Child Labour interventions. He has experience in sab Saharan Africa
Years of Professional Working Experience: 14