



BUREAU OF INTERNATIONAL LABOR AFFAIRS
UNITED STATES DEPARTMENT OF LABOR



COFFEE BEANS

FINAL EVALUATION

ADDRESSING CHILD LABOR IN THE HONDURAN COFFEE SUPPLY CHAIN

January 2022

Grantee: International Labor Organization

Project Duration: December 2017 – March 2022

Fiscal Year and Funding Level: FY 2017 - US\$ 2,000,000

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Evaluation Fieldwork Dates: December 6-17, 2021

ACKNOWLEDGEMENT

This report corresponds to the independent final evaluation of the Addressing Child Labor and Forced Labor in the Coffee Supply Chain project in Honduras. Fieldwork for this evaluation was conducted in December 2021. Sistemas Familia y Sociedad - Consultores Asociados EIRL Ltd. conducted this independent evaluation in collaboration with the project team and stakeholders and prepared the evaluation report according to the terms specified in its contract with the United States Department of Labor. The evaluation team would like to express sincere thanks to all the parties involved for their support and valuable contributions.

Funding for this evaluation was provided by the United States Department of Labor under contract number 1605C2-F-00042. This material does not necessarily reflect the views or policies of the United States Department of Labor, nor does the mention of trade names, commercial products, or organizations imply endorsement by the United States Government.

TABLE OF CONTENTS

ACKNOWLEDGEMENT	1
LIST OF ACRONYMS	3
EXECUTIVE SUMMARY	4
1. PROJECT CONTEXT AND DESCRIPTION	11
2. EVALUATION PURPOSE AND SCOPE	13
3. EVALUATION RESULTS	14
3.1. RELEVANCE AND COHERENCE	14
3.1.1. EQ1	14
3.1.2. EQ2	17
3.2. EFFECTIVENESS AND EFFICIENCY	20
3.2.1. EQ3	20
3.2.2. EQ4	27
3.2.3. EQ5	28
3.2.4. EQ6	29
3.2.5. EQ7	30
3.3. SUSTAINABILITY	31
3.3.1. EQ8	31
3.3.2. EQ9	32
4. LESSONS LEARNED AND PROMISING PRACTICES	34
5. CONCLUSION	35
6. RECOMMENDATIONS	37
ANNEX A. LIST OF DOCUMENTS REVIEWED	44
ANNEX B. STAKEHOLDER LIST AND EVALUATION ITINERARY	45
ANNEX C. STAKEHOLDER WORKSHOP AGENDA	46
ANNEX D. TERMS OF REFERENCE	47
ANNEX E. EVALUATION METHODOLOGY AND LIMITATIONS	62
ANNEX F. SWOT ANALYSIS OF THE SCS	66

LIST OF ACRONYMS

CSC	Coffee Supply Chain
CL	Child Labor
CMEP	Comprehensive Monitoring and Evaluation Plan
COHEP	Honduran Council of Enterprises
FOA	Funding Opportunity Announcement
GoH	Government of Honduras
IHCAFE	Honduran Institute for the Coffee Sector
ILAB	Bureau of International Labor Affairs (USDOL)
ILO	International Labor Organization
OCFT	Office of Child Labor, Forced Labor and Human Trafficking (ILAB)
OHA	Honduran Accreditation Organization
OHN	Honduran Normalization Organization
PMP	Performance Monitoring Plan
PPP	Public- Private Partnership
SCS	Social Compliance System
STSS	Secretariat of Labor and Social Security
TDA	Trade and Development Act
ToC	Theory of Change
ToR	Terms of Reference
TPR	Technical Progress Report
UCS	Social Compliance Unit (IHCAFE)
UNDP	United Nations Development Program
USDOL	United States Department of Labor

EXECUTIVE SUMMARY

BACKGROUND AND CONTEXT

Honduras has made efforts to eliminate the worst forms of child labor. The Government of Honduras (GoH) has ratified all key international conventions related to child labor, including International Labor Organization (ILO) Conventions 138 and 182, and the national legal framework has been adapted to international norms and standards.

However, data published in 2019 by the National Institute of Statistics of Honduras¹ indicated that there were still 364,765 children and adolescents between 5 and 17 years old conducting various forms of work, with 67% of them working in rural areas and more than half in agricultural work.

Coffee is a particularly important product in Honduras. It is the main agricultural export and the engine of the rural economy in many regions, with approximately 120,000 producers. There is no detailed information to quantify the presence of child labor (CL) in the coffee supply chain, but it is known that children and adolescents participate in various tasks, mainly during the harvest season.

As a result, Honduran coffee has been included in the list of products produced with child labor issued by the USDOL,² which is a significant drawback for the coffee sector, since the United States represents approximately 25% of all Honduran coffee exports.

In December 2017, the ILO, in partnership with the Honduran Institute for the Coffee Sector (IHCAFE) and the Honduran Council of Enterprises (COHEP), signed a cooperative agreement for US\$2 million with the U.S. Department of Labor's (USDOL) Office of Child Labor, Forced Labor, and Human Trafficking (OCFT) to implement the program entitled "Addressing Child Labor and Forced Labor in the Coffee Supply Chain Project in Honduras."

KEY EVALUATION RESULTS

RELEVANCE AND COHERENCE

The project clearly responded to the needs of key stakeholders in the value chain (producers, distributors, exporters, etc.) as well as the end beneficiaries of the social compliance system (SCS): workers and families whose children are at risk in child labor. The project's theory of change (ToC) was not developed in a conventional manner, but the design and formulation of the project was based on an exhaustive analysis of the problems and the alternatives for addressing them. The three selected outcomes represent a logical and consistent sequence for developing the SCS, and the disaggregation of activities is deemed to be very thorough and detailed. The shortcomings related to relevance and coherence include the absence of comprehensive strategies to engage international buyers and to communicate the objectives of the SCS to wider audiences. It was also

¹ National Institute of Statistics, Permanent Survey of Multiple Purpose Households, 2019
<https://www.ine.gob.hn/V3/baseine/>

² List of products produced by Child Labor and Forced Labor 2018 /2019. Page 31
https://www.dol.gov/sites/dolgov/files/ILAB/child_labor_reports/tda2019/2020_TVPR_List_Online_Final.pdf

found that scale-up of the SCS might be affected by the absence of a clear reward for stakeholders after receiving the SCS certification. This is still seen as an outstanding weakness of the model and further analysis is recommended to identify the incentives and mechanisms to help the SCS thrive.

EFFECTIVENESS AND EFFICIENCY

The project has established strong and effective partnerships, harmoniously integrating the knowledge and expertise of three experienced institutions: ILO, IHCAFE and COHEP. The three organizations encountered some initial difficulties in agreeing on concepts and approaches, but these were eventually overcome, and the partners managed to foster a working atmosphere of mutual trust and productive cooperation.

Some difficulties were encountered at the outset related to the start-up of implementation. The project, however, adopted a flexible and adaptive approach and managed to recover the pace of implementation and deliver most of the products and services (outputs) anticipated in the Results Framework. Some activities, mostly under Outcome 3, are still to be completed in the remaining implementation period (until September 2022). Among these, the outsourcing of the audit and certification processes are considered decisive for defining the final settings of the SCS and visualizing the upcoming phases. At the time of conducting this evaluation, the SCS has been designed, piloted, and officially adopted by IHCAFE's directive board as the model that the institution intends to apply throughout the coffee value chain in Honduras.

SUSTAINABILITY

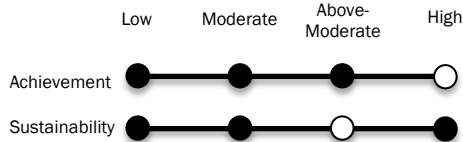
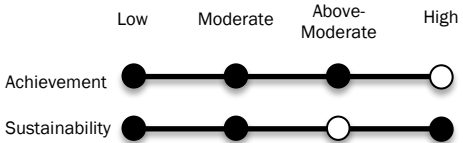
The commitment and interest shown by IHCAFE and COHEP represent an important asset for the long-term sustainability of the SCS. These two partner organizations comprise an extensive pool of technical and institutional capacities that can continue to move the process forward. The training of IHCAFE technicians has certainly been a key activity to embed the message about compliance and better reach the producers. The Social Compliance Unit created within the structure of IHCAFE is also an expression of the organization's institutional commitment to provide continuity to the process.

A sustainability plan has been drawn up, containing a detailed roadmap for IHCAFE during the next three years. Different lines of action have been developed with very specific targets and a clear timeline, all of which are deemed to be realistic. However, the plan lacks an estimate of the resources (human and financial) that will be required for its implementation.

A few specific aspects of the process ahead are still to be defined and will require further analysis and discussion between the partners as well as negotiations with third parties, particularly public institutions and international buyers.

Table 1. Performance Summary

Performance Summary	Rating
Outcome 1: Adoption of a robust and sustainable social compliance system by IHCAFE in the coffee supply chain	

Performance Summary	Rating
<p>The process of adopting the SCS is well advanced; approximately 80% of the steps have been completed.</p> <p>In January 2021, the respective executive board directors of COHEP and IHCAFE issued a joint statement declaring the completion of the design phase of the SCS and the initiation of the implementation phase.</p> <p>The process for developing the SCS was rigorous, including an extensive consultation process followed by the design and testing of the tools. It can be described as a robust model including 11 standards, 32 procedures, and six tools.</p> <p>IHCAFE has created a Social Compliance Unit within its organizational structure, and a sustainability plan has been drafted by a leading consultancy firm (CEGESTI). IHCAFE and COHEP's ownership of the model is deemed to be high, and they are willing to expand the model throughout the supply chain and beyond.</p> <p>Some key aspects related to sustainability are likely to require further analysis and action, such as the estimate of resources needed to expand the system, the engagement of international buyers and the outsourcing of the certification.</p>	 <p>A horizontal rating scale with four points: Low, Moderate, Above-Moderate, and High. Two rows are shown: Achievement and Sustainability. For Achievement, a black dot is at Low, a black dot is at Moderate, a black dot is at Above-Moderate, and a white dot is at High. For Sustainability, a black dot is at Low, a black dot is at Moderate, a white dot is at Above-Moderate, and a black dot is at High.</p>
<p>Outcome 2: Strengthened capacity of the private sector stakeholders to implement a robust and sustainable Social Compliance System in the Coffee Supply Chain</p>	
<p>An intense capacity building effort has been conducted by the project, including various assessments, a modular curriculum for further replication, and training processes for managers, technicians and producers. Pre- and post-tests have been conducted on the trainings and there is evidence of increased knowledge and skills regarding the SCS as well as more awareness about its importance. Testimonies from IHCAFE technicians suggest that this group has successfully incorporated the promotion of the SCS into their duties. 32 technicians were trained in the three regions and exchanges were organized with producers/organizations from Colombia and Guatemala.</p> <p>A review of the indicators in the Results Framework show a good performance with regard to the delivery of the different outputs under this outcome.</p> <p>While some external support might still be required to consolidate, refresh, and expand the knowledge, it is believed that IHCAFE managers and technicians have widely appropriated the system and developed a good command of its technical intricacies. An assessment is still to be conducted to identify which areas of the IHCAFE structure or procedures might need to be reinforced.</p>	 <p>A horizontal rating scale with four points: Low, Moderate, Above-Moderate, and High. Two rows are shown: Achievement and Sustainability. For Achievement, a black dot is at Low, a black dot is at Moderate, a black dot is at Above-Moderate, and a white dot is at High. For Sustainability, a black dot is at Low, a black dot is at Moderate, a white dot is at Above-Moderate, and a black dot is at High.</p>

Performance Summary	Rating
<p>Outcome 3 New social compliance tools on Child Labor, and acceptable conditions of work piloted in target municipalities in coffee business operations and supply chain.</p> <p>The SCS has been piloted in three cooperatives, one per target region. Only one of the three cooperatives has obtained the certification of conformity after the first audit exercise, but the process has been described as a very fruitful learning experience by all respondents. So far, no other actor in the chain (producer, intermediary, supplier, etc.) has applied to obtain the certificate, but according to some informants there are signs of interest from new players.</p> <p>At this stage, it is still difficult to assess the potential of the SCS to spark a trend across the value chain. Those actors with a certain level of organization, vision about marketing, and contacts with international markets (e.g., cooperatives and “cajas rurales”) are likely to become applicants of the SCS. Individual producers, intermediaries and some commercial businesses might still need some time and further awareness to appreciate the benefits of the system. The first group can play a crucial role in championing the system. It could, together with the interest and commitment of IHCAFE, offer good prospects for the SCS to break into the value chain.</p>	<p>Low Moderate Above-Moderate High</p> <p>Achievement ● — ● — ● — ●</p> <p>Sustainability ● — ● — ● — ●</p>

PROMISING PRACTICES

1. The inclusion of field technicians (IHCAFE extensionistas) in the endeavor to introduce the SCS is a coherent and adequate strategy to trickle down the system within the territory and raise awareness about the importance of compliance.
2. The flexible, adaptive, and developmental approach used to design and test the SCS has served the dual purpose of developing a context-friendly method and promoting adherence from the different stakeholders and target groups.
3. The strong commitment of the ILO-IHCAFE-COHEP partnership to foster dialogue and reach consensus in the development of the SCS model has set an example for other economic actors within the private sector in Honduras.

LESSONS LEARNED

1. Investing time and effort during the design phase or at the onset of the implementation to develop a common understanding of the project’s concepts and approaches helps to avoid misunderstandings, foster mutual trust, and facilitate coordination/communication dynamics afterwards during the implementation.
2. Stakeholders with an organizational background (cooperatives, associations, etc.) and youth are key target groups in rural areas to introduce innovation and generate enduring changes in both productive and cultural patterns.

3. The use of references to the national legislation in both the norms and the rationale of the SCS provided contextual relevance, enhanced the fulfillment of rights, and supported stakeholder ownership.
4. The engagement of international buyers is essential to complete the internal logic and provide full meaning to the SCS.

CONCLUSION

The evaluation's overall conclusion is that the project has significantly contributed to the development and adoption of an SCS by key institutions of the coffee sector in Honduras. While there are pending challenges for the future related to the expansion of the model, the progressive incorporation of the various stakeholders in the chain, and its recognition by international clients and certification bodies, overall, the project has satisfactorily achieved the objectives set for this stage.

KEY RECOMMENDATIONS

TO ILO AND THE PROJECT PARTNERS (IHCAFE AND COHEP)

RECOMMENDATION 1: Develop a comprehensive strategy to engage international buyers in the recognition and endorsement of the SCS.

A meaningful and substantial engagement of the international buyers in the SCS exceeds the capacities of individual actors in the value chain. It is deemed important to establish contacts at a higher level to identify the different options available.

RECOMMENDATION 2: Develop a fully-fledged Theory of Change for the upcoming phases of the SCS, identifying the barriers, rewards and general mechanisms that could enhance or reduce the prospects of the SCS' adoption at a larger scale.

In order to outline a scale-up strategy, it is important to collect and process all the information and learnings accumulated during this phase in order to develop a more comprehensive ToC.

- The absence of immediate incentives for the applicants should be addressed.
- Possible champions to move the process forward should be identified.
- Alternatives to the certification fatigue should be found.
- Possible links to compliance and productivity should be explored.
- Partnerships with local governments should be fostered.

RECOMMENDATION 3: Estimate the cost and resources needed for the implementation of the SCS under real conditions.

It is important to anticipate the implications and demands for IHCAFE of the gradual deployment of the SCS in terms of human and financial resources. Likewise, it is deemed necessary to estimate the cost of a SCS certificate for a standard applicant.

RECOMMENDATION 4: Develop a more comprehensive and all-encompassing communication strategy.

The scale-up process will require a more elaborate communications strategy, including the classical components: branding, target audiences, channels, and mechanisms of communication.

RECOMMENDATION 5: Focus more attention on characterizing and defining the permitted conditions for protected adolescent work in the country.

Delving into this issue to identify the specific activities that can legally be carried out by adolescents is in line with the suggested action in USDOL's Trade and Development Act (TDA) report³ to review the minimum working age in the Honduran legal framework. The project could clarify the various ways to combine learning and work, especially in rural areas. It could also establish a working group and agenda to clarify the boundaries of protected adolescent work and provide inputs for updating the list of hazardous CL.

TO THE NATIONAL PARTNERS (IHCAFE AND COHEP)

RECOMMENDATION 6: Set up a broader national alliance, including public and private stakeholders, to propel the expansion of the SCS, raise its political profile and use the experience as a catalyst for wider national processes.

This alliance could adopt a more formal layout, incorporating representatives from different ministries, coffee-related bodies such as CONACAFE, and local governments. Its purpose would be to raise the political profile of the initiative, enlarge circles, boost the joint effort to eliminate CL from the Honduran coffee supply chain, and explore connections to the US Government's call to action for the private sector to deepen investments in Central America.

TO THE GOVERNMENT OF HONDURAS

RECOMMENDATION 7: Consider different options and alternatives to support the effort toward due diligence and compliance being carried out by the coffee sector in Honduras.

Some of the options envisaged by the evaluation team include: (i) endorsing the certification process; (ii) strengthening the inspection and scrutiny of the legislation in the coffee sector; (iii) actively participating in the alliance to have no children working in the coffee supply chain; and (iv) supporting the communication efforts.

TO IHCAFE

RECOMMENDATION 8: Revisit the IHCAFE strategy against CL in the coffee sector and seek alternatives to link the SCS to this wider institutional instrument.

The SCS represents an opportunity to revisit the strategy, assess its strengths and weaknesses, and boost the institutional endeavor against CL in a more comprehensive manner.

³ Regarding the legal framework, the TDA report suggested actions to raise the minimum working age. <https://www.dol.gov/agencies/ilab/resources/reports/child-labor/honduras>

TO USDOL ILAB

RECOMMENDATION 9: Explore options to continue supporting the process until some outstanding aspects of the SCS model have been clearly defined.

The responsibility of expanding the SCS to the entire coffee chain remains with the national partners, but the continuation of USDOL support to implement the above recommendations will surely enhance the prospects of success.

1. PROJECT CONTEXT AND DESCRIPTION

1.1. PROJECT CONTEXT

Honduras has made moderate advancements⁴ in its efforts to eliminate the worst forms of child labor. The Government of Honduras (GoH) has ratified all key international conventions related to child labor, including International Labor Organization (ILO) Conventions 138 and 182, and the national legal framework meets international standards on all accounts. Institutional mechanisms for the enforcement of these laws and regulations are in place, although gaps exist within the operations of the Secretariat of Labor and Social Security (STSS) that may hinder adequate enforcement of child labor laws. A reciprocal referral mechanism has been established to ensure child laborers and victims of child-related crimes receive access to social services. GoH also began implementing a National Labor Inspection Strategy, which includes the monitoring and evaluation of child labor-specific inspections and identifies child labor as an enforcement priority. However, children in Honduras are still engaged in child labor, including the worst forms of child labor.

The coffee industry represents the main economic activity in the rural areas of Honduras, with close to 120,000 families working in the coffee supply chain.⁵ Even though plantation owners do not hire children, Honduran coffee production relies largely on family-based labor and the reality is that children often accompany their parents and are engaged in all aspects of coffee production. It is estimated that there are nearly 158,000 children engaged in child labor in Honduras,⁶ and more work in agriculture than in any other sector. Workers and their families, many of them migrant and vulnerable populations, often live on the coffee plantations and rely on these institutions for basic services, including healthcare and education. In many communities, very little is known about the negative consequences of child labor, exploitative labor and unsafe working conditions. Child labor in coffee plantations is perceived by parents as an opportunity to earn money, help the family and learn a trade.

During the harvest season, children work on picking and sorting the coffee “beans.” They prune, weed, fertilize the trees, sort and transport the product and other supplies. They frequently carry heavy loads and are exposed to extreme temperatures. Not only do many children work eight hours or more in a day, but they can also be exposed to some of the most toxic categories of pesticides. Children who accompany their parents are unable to attend school due to the seasonal nature of the work and the difficulty of transportation to and from the fields.⁷

The above situation has meant that Honduran coffee has been included in the list of goods produced with child labor issued by the United States Department of Labor (USDOL) in 2014. This represents a very strong limitation when it comes to accessing such an important market for Honduran coffee, as the United States represents approximately 25% of all exports of this product.

⁴ <https://www.dol.gov/agencies/ilab/resources/reports/child-labor/honduras>

⁵ Project Document

⁶ Project Summary

⁷ Project Document. Original source: I Study of the Honduran coffee structure in the market of commercialization. Pan-American Agricultural School Zamorano, Honduras, 2016
<https://bdigital.zamorano.edu/bitstream/11036/5874/1/AGN-2016-T043.pdf>

1.2. PROJECT SPECIFIC INFORMATION⁸

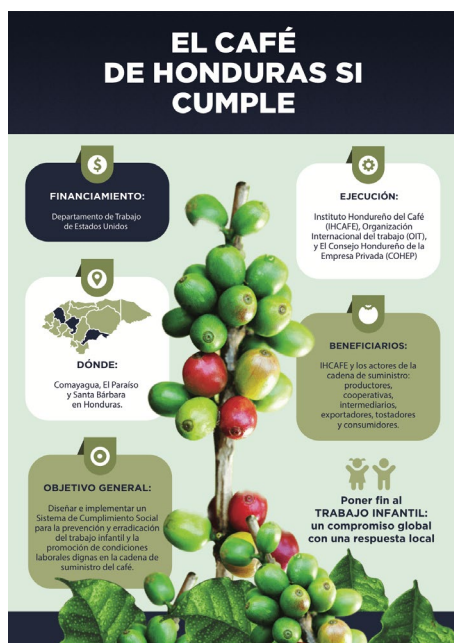
In December 2017, the ILO received a US\$2,000,000 cooperative agreement from the USDOL Bureau of International Labor Affairs' (ILAB) Office of Child Labor, Forced Labor and Human Trafficking (OCFT) to implement the "Addressing Child Labor in the Coffee Supply Chain in Honduras" project. The project was originally scheduled to end in December 2020 and received a nine-month extension until September 2022. It is implemented in partnership with the Honduran Coffee Institute (IHCAFE), a national-level institution in charge of implementing the country's coffee policy.

The project-level objective was to design and implement a social compliance system (SCS) to prevent and eradicate child labor and promote acceptable working conditions for men and women in the coffee supply chain (CSC). The SCS adopts a collaborative approach in addressing potential labor violations through managing risks, ensuring continuity, and providing accountability. The comprehensive approach of the SCS addresses all ILO fundamental labor standards, including freedom of association, collective bargaining, employment discrimination, child labor and other labor standards such as occupational safety and health, wages, and hours of work.

Thus, the project sought to facilitate sustained, sector-wide change in labor practices through an integrated strategy, which involved assembling a coalition of coffee stakeholders including the ILO, IHCAFE, the Honduran Council of Private Enterprise (COHEP), GoH (Ministry of Labor and Social Security), national producers, workers, and international buyers. The aim of this collective effort is to exert leverage over suppliers, communicate common expectations and provide suppliers with the resources, frameworks, guidance, tools, and trainings needed to eradicate child labor and other safety and labor violations in the coffee supply chain. The project is piloting a social compliance tool in the Departments of Comayagua, El Paraíso and Santa Barbara to help businesses reduce child labor, forced labor and unacceptable working conditions in business operations and supply chains.

The project works in three Departments in Honduras: Comayagua, Santa Barbara, and El Paraíso, and the project's implementation plan is structured in three outcomes, each with related outputs and activities:

⁸ Adapted from the project's Comprehensive Monitoring and Evaluation Plan (CMEP), Project Summary



OUTCOME 1: ADOPTION OF A ROBUST AND SUSTAINABLE SCS BY IHCAFE IN THE CSC. The project sought to design and implement an effective social compliance system in the CSC in Honduras based on ILAB’s “Comply Chain: Business Tools for Labor Compliance in Global Supply Chains,” presented by the US Department of Labor. Other tools developed by ILO, such as the SOLVE2 methodology and the Gender-Based Guide developed by COHEP, were used for the best adoption of a robust and sustainable SCS by IHCAFE in the coffee supply chain.

OUTCOME 2: STRENGTHENED CAPACITY OF PRIVATE SECTOR STAKEHOLDERS TO IMPLEMENT A ROBUST AND SUSTAINABLE SCS IN THE CSC. The coffee industry in Honduras has been working and focusing on productivity, quality, and the understanding that social compliance is the future of exportation since consumers have become more aware of the labor and environmental impact of the products they buy.

OUTCOME 3: NEW SOCIAL COMPLIANCE TOOLS ON CHILD LABOR AND ACCEPTABLE WORK CONDITIONS PILOTED IN THE COFFEE BUSINESS OPERATIONS AND SUPPLY CHAIN. The project used the ILO Guide3 to identify opportunities for expansion and development and to effectively promote the long-term productive and economic inclusion of families whose children are at risk of child labor.

Project participants include the IHCAFE (technical committee on child labor, managing board, regional managers, technical and extension staff from the three regional Departments receiving project intervention) as well as coffee producers, cooperatives, intermediaries, importers/exporters, and international buyers that are part of the supply chain. Indirect beneficiaries include the workers in the coffee supply chain whose lives are improved by ensuring labor law compliance, as well as the workers’ families, especially children that are at risk or currently engaged in child labor or hazardous labor.

2. EVALUATION PURPOSE AND SCOPE

2.1. EVALUATION PURPOSE

The purpose of this final performance evaluation includes, but is not limited to, the following:

- Assessing whether the project has achieved its objectives and outcomes, identifying the challenges encountered in doing so, and analyzing the driving factors for these challenges;
- Assessing the intended and unintended effects of the project;
- Assessing lessons learned and emerging practices from the project (e.g., strategies and models of intervention) and experiences in implementation that can be applied in current or future projects in the focus country(-ies) and in projects designed under similar conditions or target sectors; and
- Assessing which outcomes or outputs can be deemed sustainable.

2.2. EVALUATION SCOPE

Since an interim evaluation was not conducted for this project, this exercise covered the full implementation period, which started in December 2017 and is currently scheduled to be completed in September 2022. Although three months remain for the project's completion and ILAB and the ILO are undergoing discussions regarding a six-month extension, the evaluation has been designed and conducted as a final evaluation. As such, it focuses on compiling results, drawing lessons, and informing possible links with other projects and/or future interventions.

From a geographical point of view, the evaluation covers the three regions targeted by the project activities: El Paraíso, Comayagua and Santa Bárbara.

Figure 1. Project Areas of Intervention



2.3 EVALUATION QUESTIONS

The evaluation questions examined by the evaluator have been organized under the following OECD Evaluation categories:

- Design relevancy and validity,
- Coherence,
- Efficiency,
- Effectiveness,
- Sustainability

3. EVALUATION RESULTS

3.1. RELEVANCE AND COHERENCE

3.1.1. EQ1: TO WHAT EXTENT WAS THE PROJECT'S THEORY OF CHANGE VALID AND COHERENT, GIVEN THE OVERALL IMPLEMENTING ENVIRONMENT?

It is important to note that the project has not developed a Theory of Change (ToC) in the conventional manner, such as a separate piece that describes the “underlying logic that links together the project inputs and the activities to a set of outcomes” (Rogers, 2008). According to the information gathered by the evaluation team, a fully-fledged ToC, which has since become a standard exercise for both ILAB and the ILO, was not part of the programming

protocols at the time the project was approved in 2017, and neither was it a part of the Project Document or the Comprehensive Monitoring and Evaluation Plan (CMEP).

Instead, the logical framework approach was applied. This approach established the logic underpinning the project design through a diagram, with the hierarchy of outputs and outcomes leading to the expected impact. A narrative that links an analysis of the project's conditions, the role of the different stakeholders, the risks and assumptions, and the external factors was not developed in a conventional manner, which is being done today.



INTERNATIONAL DAY AGAINST CHILD LABOR

This begs the question whether the absence of this ToC caused any noticeable effects on the quality of the project's design and implementation strategies. Two different hypotheses are worth verifying in this regard. Firstly, it is deemed important to check whether the project designers conducted a thorough and exhaustive analysis of the problems and the methods to tackle them, or if the absence of the ToC somehow affected the analysis of problems and the alternatives that sustain and justify the project design. Secondly, it is also important to verify the extent to which this situation caused any confusion to those involved in implementation or prevented a common understanding of the causal relations or the pathways to reach the expected outcomes. While in the minds of the designers

these could be clear, it is possible that the actual implementers of the project may have some doubts on how to proceed, due to a lack of clarity.

Regarding the first point, the evaluation team has been able to establish that as part of the programming and preparatory activities conducted during the project's inception and the early stages of implementation, the ILO team carried out different types of exercises (workshops, consultations, internal discussions, etc.) with an implicit aim that was comparable to unpacking the different elements of the ToC. The development of the CMEP also included the fine-tuning of the Results Framework and the mapping of activities to project outputs and results, which comprised a very detailed disaggregation of the steps to be taken for the delivery of every output. The project document contained a description of the rationale and underlying logic of these steps. While all these analyses do not replace the role of a common and all-encompassing ToC – particularly with regard to the anticipation of external factors – it seems evident to the evaluation team that, taken together, the project has used alternative mechanisms and tools to identify the path towards change.

Regarding the second hypothesis (the extent to which the lack of a ToC has prevented a common understanding of the path to achieve the project outcomes), it has been noted that, indeed, during the early stages of implementation, the project partners had to devote some time and effort to agreeing on concepts and approaches. Respondents from the different partners recognized that when the project began, there was not a common understanding of the demands and implications involved in setting up a Social Compliance System (SCS). The prior development of a ToC could have helped to prevent or at least mitigate this situation, and this is probably one of the reasons for the mandatory nature of the ToC in more recent

projects. However, the evaluation confirms that in the absence of the ToC, the project endeavored to establish a basic consensus during the early stages of implementation.

Had this common understanding been developed prior to implementation, the project would have saved some time and been able to start designing the SCS earlier; however, it is believed that adjustments of this kind are not unusual in projects implemented through partnerships, where institutions with different cultures and backgrounds come together to start a new endeavor. In fact, ILAB procedures anticipate that every project should start by updating the project document and developing the CMEP, which are ways to introduce these adjustments. It can be said that the time and effort invested in building consensus have paid off, and the relationship of mutual trust developed by the partners is – despite its intangible character – one of the main accomplishments of the project.

Generally, it is believed that while the ToC has not been developed in a conventional manner, this has not undermined the quality of the analysis nor hampered the vision and understanding of the different stakeholders regarding the path towards achieving the objectives. There have been other mechanisms in place that provided clarity about how to proceed and why. Considering the project as a pilot phase, no major issues can be raised concerning the underlying analysis and the selection of the project's main components. The evaluation team has found broad consensus among the stakeholders regarding the adequacy of the three selected outcomes: (1) Design of the SCS; (2) Capacity development of the stakeholders; and (3) Piloting of the model.

The rationale and justification of the project is presented in a convincing manner across the documentation, particularly in the project document and the introductory section of the CMEP. These sections included detailed analysis and data on the problems that the project intended to address. The diagnosis presented in these documents coincides and is endorsed by the opinions of the actors consulted throughout the evaluation exercise. The evaluation team found that the Funding Opportunity Announcement (FOA ILAB 17-07) correctly identified the gap to be filled, and the proposal submitted by ILO rightly disaggregated the specific needs within it.

It should be noted, however, that this project represents a pilot phase of a longer sequence of intervention. As indicated earlier, the project's immediate objective was formulated as "Design and implement an SCS aimed at preventing and eliminating child labor and promoting acceptable work conditions for men and women in the CSC," and therefore its scope remained at the level of developing the system and inserting it into the agenda of key institutions in the private and coffee sectors (COHEP and IHCAFE). Therefore, the expansion and scaling up of the SCS exceeds, in principle, the scope and mandate of the project. In that sense, the results framework and its underlying logic are deemed to be sound and realistic. The outcomes and outputs were very specific, and the disaggregation of the activities was very precise (57 activities have been pre-defined).

The evaluation team understands, however, that this piloting phase has perhaps not sufficiently contemplated the development of a strategy for the engagement of international buyers. The upper level of the value chain does not seem to be fully integrated into the SCS model. The ILO, as part of a wider initiative, has established relationships with coffee brands, but the SCS model developed by the project has delegated this endeavor to the individual actors who apply for the Certificate of Conformity (cooperatives, exporters, producers, etc.). It

is believed that this can lead to a very fragmented approach, where a more concerted and institutional effort seems to be required.

A link with international buyers could play a decisive role in the consolidation and expansion of the SCS. More generally, future stages of the process could require a fully-fledged ToC, contemplating this and other key aspects for such expansion. Bearing in mind that the present project has been a pilot phase and that the tools applied may be considered sufficient to achieve the immediate goals, the successive stages could require a more precise and detailed identification of the mechanisms and incentives to make the system thrive across the chain. The respondents pointed out several factors that, although they did not represent barriers in this phase, could become hindering elements in the future when it comes time to disseminate the model and implement on a larger scale.

In addition, the Certificate of Conformity⁹ provided by IHCAFE's SCS does not provide an immediate reward or compensation for the producer. Unlike other certifications (fair trade or organic production, for example) which entail immediate compensation, the Certification of Conformity does not have immediate benefits for the certified party, and its main appeal is to avoid a future penalty from the international markets. Under the current scheme, international buyers do not immediately reward the effort.

Along with this, testimonies of some fatigue and confusion associated with certification processes have been collected. Although certification has become an increasingly frequent practice among the actors of the supply chain, there have also been processes that overlap or compete with each other. All this sets up a panorama of uncertainty about how the SCS could consolidate and expand in the future and makes it advisable to identify the possible scenarios and strategies that could be applied in each case.

3.1.2. EQ2: WERE THE PROJECT STRATEGIES TO DEVELOP AN EFFECTIVE SOCIAL COMPLIANCE SYSTEM RELEVANT TO THE SPECIFIC NEEDS OF THE PROJECT PARTICIPANTS, COMMUNITIES, AND THE STAKEHOLDERS IN THE COFFEE INDUSTRY?

The evaluation has come across many aspects that confirm the appropriateness of the project's strategies and approaches to developing the SCS. The only aspects where the evaluation has found room for improvement are related to the communication strategy and the engagement of international buyers. This last point has already been explained in the previous section.

The following is a summary of these positive aspects.

There is a clear coherence between the objectives of the project and the needs of the different stakeholders. On one hand, this includes the coffee sector institutions, IHCAFE and

⁹ The Certificate of Conformity is the attestation, based on a post-review decision, that compliance with the specified requirements of the scheme has been demonstrated by the applicant through the audit process. Currently it is issued by an ad hoc Committee which is made up of the Regional Coordinators, the Coordinator of the Social Compliance Unit, the Legal Management and the Technical Management of IHCAFE. It is in charge of deciding whether or not to grant the Declaration of Conformity based on the Audit Report and other associated information. The Certificate states that the applicant has achieved the required scoring to be awarded the certificate. It reflects that the entity generally complies with the 11 norms, but it cannot be taken as a CL-free certificate.

CONACAFE, both at the national and provincial levels. One of the strong points of the project regarding its relevance is the active involvement of stakeholders at the ground level, as will be further explained under EQ4. The project also helps to operationalize the IHCAFE strategy against child labor (CL). This strategy was developed when Honduran coffee was included in the list of products produced with CL, but it has been reported that during the early stages the institution struggled to translate this strategy into action. On the other hand, the project also meets the needs of the end participants, especially the young members of rural families (children and adolescents) who may carry out tasks in agricultural production (mainly harvesting, cleaning or packing) as well as some household chores.

Strengthening the fight against CL at local and sectoral level. There was a clear consensus among the stakeholders that the project represents a step forward in the national process of combating CL, in the sense that it helps to operationalize the mechanisms of this fight in specific sectors and territories. The trajectory of the fight against CL in Honduras needed to reinforce territorial and sectoral work. Over the past 20 years, the country had made progress in relation to several components at the upstream level (the regulatory framework, national plans, institutional development, etc.) but the impact of many of these advances had not clearly trickled down to the territories nor reached the productive sectors with a higher presence of informal and family labor. Some earlier initiatives had been undertaken in other sectors, such as lobster and melon, upon the request of the STSS and with support from ILO and the USDOL,¹⁰ but there was still a need for a systematic and comprehensive effort in the coffee sector, which is spread across different regions of the country.¹¹

Links with national strategies (currently the Roadmap 2021-2025) are also clear,¹² but the involvement of national structures responsible for the fight against CL, such as the National Commission for the Gradual and Progressive Eradication of Child Labor, have been limited at this stage. According to accounts gathered by the evaluation team, despite the government's initiative to reactivate and strengthen this Commission in 2019,¹³ its functioning and performance is not optimal. The project, however, has established a relationship with the Technical Group for the Elimination of CL, from the Social Security unit of the STSS, and although the STSS is not directly involved in the implementation of activities, it has established contact and exchanged information with the project.

The project contributes to the fulfilment of different ILO strategic objectives. At the most global and strategic level, it represents an opportunity to support the country's current efforts to join the Regional Initiative 8.7 as a pioneer country. This initiative is an instrument of intergovernmental cooperation created by 30 countries in the region, supported by employers' and workers' organizations from Latin America and the Caribbean, which aims to achieve

¹⁰ Prevention and Elimination of Child Labor in the Melon Plantations of Honduras (2000-2005), ILO-IPEC and USDOL.

¹¹ According to the verbal information provided by IHCAFE officers, 16 of the 18 provinces (departamentos) in Honduras are considered coffee producing provinces.

¹² The previous plan, the strategic plan for the prevention and eradication of child labor 2016-2020, established the main goals the country has committed to, in order to make Honduras free of child labor and its worst forms by 2025.

¹³ <https://dinaf.gob.hn/2019/10/17/el-gobierno-reactiva-comision-nacional-para-la-erradicacion-gradual-y-progresiva-del-trabajo-infantil-en-honduras/>

Target 8.7 of the new 2030 Agenda for Sustainable Development.¹⁴ Regarding the ILO's Program and Budget (P&B) for the biennium 2016-17, the project contributes to Outcome 5, "Decent work in the rural economy," and Outcome 8, "Protection of workers from unacceptable forms of work." Currently (P&B 2020-21) it relates to Output 7.1, "Increased capacity of the member States to ensure respect for, promote and realize fundamental principles and rights at work," and the Country Program Outcome HDN103.

The project also builds on previous efforts and models developed by the implementing partners (ILO, COHEP, IHCAFE) and the donor (USDOL). Examples of this include the "Analysis of the coffee supply chain in Honduras" by IHCAFE, UNDP and Heiffer (2017), the DELVE method developed by COHEP with ILO's support, the ILO "Guide for productive inclusion and economic empowerment for the prevention and eradication of child labor," and the USDOL application "Comply Chain: Business Tools for Labor Compliance in Global Supply Chains."¹⁵

Interactions and synergies with other ILO and USDOL projects were sought and established. The evaluation has gathered reports of exchanges with ILO's "Vision Zero" and "Colombia Crece" as well as USDOL's "Colombia Avanza," "Palma Futuro," and "Futuros Brillantes."

Emphasis on the realization of rights. Both the underlying analysis that underpins the project and the design of SCS itself are clearly inspired by the rights-based approach. References to labor rights violations as well as the norms and standards that protect them are presented across the project documentation. The SCS, in particular, represents a clear effort to operationalize the national and international regulatory framework in this particular context of the coffee value chain in Honduras, and this is believed to enhance the legitimacy of the project's communications and objectives.

Flexible and adaptive design. Within the three major outcomes, the project has been able to adjust its activities based on its own findings and lessons learned. A key element of this developmental approach is the generation of knowledge through different type of studies, such as the "Mapping of actors and perceptions of risks" and the "Study on lessons learned and good practices." The project is making an effort to apply the knowledge gleaned by the studies into its programming, for example for the selection of areas and participants.

As suggested earlier, the two aspects where the project could improve its approaches are related to the engagement of international buyers and the communication strategy. In both cases, the project would greatly benefit from having more detailed and comprehensive strategies in relation to these two aspects. Regarding the engagement of international buyers, the findings have been presented in the previous question, since it is an aspect that can be connected to the development of the project's ToC.

As for the communication component, indeed some communications activities have been carried out by the project (or are to be carried out during the remaining months of implementation). IHCAFE has already established some communications channels and the project used these to provide information about the SCS. Some flyers and dissemination materials have also been printed and various events were organized to celebrate the World

¹⁴ Target 8.7 reads: "Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms."

¹⁵ <https://www.dol.gov/general/apps/ilab-comply-chain>

Day Against Child Labor that takes place on June 12. The stakeholder training and self-assessments also represented opportunities to communicate directly with these entities, but the project lacked a comprehensive communication strategy with classical components (branding, target groups, channels and mechanisms of communication, etc.) to reach wide audiences. Again, it can be argued that for a pilot phase there was not a clear need for an intense communication effort, which is a component that can be incorporated in the upcoming phases. This can be certainly the case, but several stakeholders have convincingly argued that there is a need to conduct a stronger awareness-raising effort to popularize and get the message across to the different actors of the value chain, the institutional spectrum, and the society as a whole.

Finally, although this issue exceeds the project scope, a range of stakeholders expressed to the evaluation team a sense of widespread confusion about the necessary conditions to carry out protected adolescent work. Due to this confusion, employers are recruiting fewer adolescents and many young people end up working in unprotected conditions. The fact that the list of hazardous child labor in Honduras requires an update/review could partly explain this. It has been suggested by some stakeholders that placing more emphasis on developing criteria for the diagnosis and protection of adolescent work would also enhance the relevance of the project, although this is outside the scope of this project.



A COLLECTOR HARVESTING THE COFFEE BEANS

3.2. EFFECTIVENESS AND EFFICIENCY

This section presents findings related to the five effectiveness questions.

3.2.1. EQ3: TO WHAT EXTENT HAS THE PROJECT ACHIEVED ITS EXPECTED OUTCOMES? WHAT WERE THE KEY INTERNAL OR EXTERNAL FACTORS THAT LIMITED OR FACILITATED THE ACHIEVEMENT OF PROJECT OUTCOMES?

In order to present an analysis of the project's achievements against its expected outcomes, the evaluation conducted a review of the indicators in the Results Framework. This analysis also incorporates some of the qualitative opinions and views provided by the stakeholders after being triangulated during the data collection process. The evaluation team presents a table as well as a rating of the achievements for every outcome, on a scale ranging from low to high.

At the time of conducting this evaluation exercise, the overall assessment is that the project performance has been highly satisfactory related to Outcomes 1 and 2. Regarding Outcome 3, the project has completed the first round of pilot activities with three cooperatives (one in each region), but there are still some outputs related to the systematization, dissemination and design of the upcoming phases that still have to be delivered in the remaining three/nine months.

Table 2. Performance Summary: Outcome 1

Performance Summary	Rating
<p>Outcome 1: Adoption of a robust and sustainable social compliance system by IHCAFE in the coffee supply chain</p> <p>In January 2021, the respective Executive Directors of COHEP and IHCAFE issued a joint statement declaring the completion of the design phase of the SCS and the initiation of the implementation phase. The statement also designated the Social Compliance Unit of the IHCAFE as the structure responsible for its administration.</p> <p>The process of adopting the SCS is well advanced; approximately 80% of the steps have been completed. Eight steps were anticipated, and the first six steps have been fully completed while the last two steps are in progress. The project team estimated that Step 7, "Independent Review," has completed 10% of its intended activities and Step 8, "Report performance," has reached 20% completion.</p> <p>The evaluation has gathered very positive views and a high degree of satisfaction among the stakeholders about the quality of the SCS. The process for developing the SCS was rigorous, including an extensive consultation process followed by the design and testing of the tools. It can be described as a robust model including 11 standards, 32 procedures, and six tools.</p> <p>IHCAFE has created a Social Compliance Unit within its structure, and a sustainability plan has been drafted by a leading consultancy firm (CEGESTI). IHCAFE and COHEP's ownership of the model is deemed to be high, and they are willing to expand the model throughout the coffee supply chain and beyond.</p> <p>Some key aspects related to sustainability are likely to require further analysis and action, such as the estimate of resources needed to expand the system, the engagement of international buyers and the outsourcing of the certification.</p>	

The indicators corresponding to the outputs under Outcome 1 also show a good performance:

OTP 1.1.1. "Number of sources consulted regarding child labor and acceptable conditions of work." This indicator refers to the different sources of information, models, etc. that the project has used to design the SCS. The target was set at six sources, and this was the figure finally achieved. According to the intermediate reports, these include: 1. Diagnosis and mapping of risks (produced by the project); 2. Certified farms; 3. The study of best practices and lessons learned (produced by the project); 4. The COHEP diagnostic guide; 5. The fundamental agreements; and 6. National regulations on the subject in the country. Consultancy firms in

charge of drafting the different tools (ICG and CEGESTI) have also applied international norms and models for quality assurance and certification, such as the ISO 17065.

OTP 1.2.1 “Number of voluntary norms designed for the SCS.” The project set as the initial target the eight norms included in the USDOL comply model for supply chains,¹⁶ but this eventually expanded and adapted to the characteristics of the coffee chain, the country regulatory framework and the interests of the main stakeholders. For example, IHCAFE expressed its particular interest in including norms related to marketing processes and social security. Eventually, the SCS included 11 norms or standards, which are: 1. Compliance with laws and regulations; 2. Compensation and benefits; 3. Work sessions; 4. No child labor; 5. Non-discrimination; 6. No harassment or forced labor; 7. Freedom of association and collective bargaining; 8. Health and safety at work; 9. Environment; 10. Social security; and 11. Marketing requirement.

The design phase of the SCS is virtually completed. The system comprises the following tools, which have been thoroughly designed and tested:

1. Code of Conduct
2. Self-Assessment Instrument and Self-Assessment Guide
3. Audit Protocol
4. Guidelines for Communicating and Remediating
5. Declaration of Conformity
6. Agreement for the Use of the Declaration

The only aspect that might be difficult to achieve in the remaining period of implementation (tentatively nine months, until September 2022) is the “Independent Review” (Step 7), which can also be described as the outsourcing of the Certification of Conformity. According to the information gathered by the evaluation team, the project partners (ILO, IHCAFE and COHEP) are taking steps to involve the Honduran Accreditation Organization (OHN) and/or the Honduran Certification Organization, both of which are public bodies, in the certification process. Although this is not an essential condition for the SCS to thrive, it seems evident that it will bring an added value to the certification, since the certification body would be an external player. Currently, IHCAFE is the entity that issues the certification and while this is structurally a level above the different stakeholders in the supply chain (producers, distributors, exporters, etc.), at the end of the day it is an actor of the coffee sector, and this condition can affect the credibility of the SCS certification.

The evaluation team has gathered positive views about the prospects of getting at least one of the above-mentioned accreditation or certification bodies on board, but completing this process will surely require complex negotiations, estimates, an analysis of different options, and many other aspects that will emerge along the process. The likelihood that this process will not be completed before the end of the project’s implementation is high according to the evaluation team, but some preliminary lines can be drawn, and, in any case, the process does not interrupt the application of the SCS in its current format.

¹⁶ <https://www.dol.gov/general/apps/ilab-comply-chain>

Table 3. Performance Summary: Outcome 2

Performance Summary	Rating
<p>Outcome 2: Strengthened capacity of the private sector stakeholders to implement a robust and sustainable social compliance system in the coffee supply chain</p> <p>An intense capacity building effort has been conducted by the project, including assessments, the development of a modular curriculum for further replication, and training processes for managers, technicians and producers. Pre- and post-training tests have been conducted and there is evidence of increased knowledge and skills about the SCS as well as more awareness about its importance. Testimonies from IHCAFE technicians suggest that this group has successfully incorporated the promotion of the SCS into their duties. Thirty-two technicians were trained in the three regions and exchanges were organized with producers/organizations from Colombia and Guatemala.</p> <p>The review of the Results Framework indicators showed a good performance with regard to the delivery of the different outputs under this outcome.</p> <p>Although some external support might still be required to consolidate, refresh, and expand their knowledge, it is believed that IHCAFE managers and technicians have widely appropriated the system and developed a good command of its technical intricacies. An assessment is still to be conducted to identify which areas of IHCAFE structure or procedures might still need to be reinforced.</p>	

The review of the indicators confirms the summary assessment presented above. It is possible to observe that most of the targets have been achieved or even surpassed.

Indicator OTC 2. “Number of targeted private sector stakeholders from the coffee sector that completed the self-assessment of the code of conduct designed.” The target was set at 45 self-assessments per region, totaling 135, but this was surpassed, reaching 161: 53 in El Paraíso, 53 in Comayagua and 55 in Santa Bárbara.

SOTC 2.1 “Percentage of IHCAFE technical staff that demonstrate increased knowledge of SCS.” Based on the pre-test and post-test conducted during the training process, 63% (20 out of 32) of the staff trained have demonstrated increased knowledge (the target was set at 50%). In order to be counted for “increased knowledge,” trainees had to prove at least a 30% positive difference between their marks on the pre-test and the post-test. Fifteen training modules were assessed. A rigorous and exhaustive registration and follow-up of the training process have been conducted, applying the rules and criteria anticipated in the CMEP. Two international exchanges on lessons learned and good practices were also organized in September 2019, with producers in Colombia and Guatemala that were pre-identified by the study.

Verbal testimonies from IHCAFE technicians unanimously confirmed the importance and relevance of the training. Many of them recognized that given their traditional technical role, the social and labor issues were usually ignored, although the IHCAFE had recently started to show interest in addressing these. According to these respondents, the project has come at the right moment to help IHCAFE in this endeavor.

As part of the capacity building process, IHCAFE staff were also invited to participate in the training on “ILO Fundamental Principles and Rights” that was organized and delivered by the ILO’s International Training Center in Torino. One person from the legal unit participated in a five-day course in October 2019, which was in turn followed by a report, a presentation to share the main points with members of the partners organizations, and a training for the IHCAFE technical team. The training has been reported as useful, particularly for the purpose informing the Code of Conduct of the SCS.

OTP 2.1.1 “Number of the personnel of IHCAFE trained on the SCS in the CSC.” A total of 32 technical personnel from IHCAFE have been trained by the project against a target of 30: 7 from Comayagua, 7 from El Paraíso and 18 from Santa Bárbara.

OTP 2.1.2 “Number of supply chain members who receive assistance from IHCAFE on implementation of the SCS.” The target has been set at 90 (30 members in each region). Trainings started last November 2021 using the modular curricula drafted by CEGESTI (four modules). A detailed training program has been developed, including the topics for each session and dates for the delivery. It is expected to be completed by May 2022. The training is being delivered by IHCAFE’s technical staff.

SOTC 2.2 “Number of coffee producers in IHCAFE’s supply chain linked to U.S. coffee buyers/brands that implement components of the SCS.” The target has been set at ten producers, but the actual achievement has not yet been calculated. So far, only one of the cooperatives that participated in the SCS pilot exercise and obtained the Certificate of Conformity is reported to have initiated contact with U.S. coffee buyers. Technically some of the producers integrated into this cooperative could be counted for the purpose of reporting on this indicator, but this exercise has not yet been conducted.

This subject is linked to the analysis presented earlier in EQ1 about the engagement of the international buyers in recognizing the effort and rewarding the certificate. As suggested, this is a process that might require a more concerted and systemic effort. It might be worth noting that one of the pilot cooperatives reported to the evaluation team that it has become easier for their producers to find recognition of the SCS Certificate of Conformity among European customers.

OTP 2.2.1 “Strategy for application of SCS developed and validated.” The elaboration of this strategy is in progress, and it is expected to be completed by March 2022. This strategy is meant to provide a more structured way to integrate the SCS into IHCAFE’s processes and routines.

Table 4. Performance Summary: Outcome 3

Performance Summary	Rating
<p>Outcome 3 New social compliance tools on child labor, and acceptable conditions of work piloted in target municipalities in coffee business operations and supply chain.</p> <p>The SCS has been piloted in three cooperatives, one per target region. Only one of the three cooperatives has obtained the Certificate of Conformity after the first audit exercise, but the process has been described as a very fruitful learning experience by all respondents. So far, no other actor in the chain (producer, intermediary, supplier, etc.) has applied for the certificate, but according to some informants there are signs of interest from new players.</p> <p>At this stage, it is still difficult to assess the potential of the SCS to spark a trend across the value chain. Data and information collected suggest that those actors with a certain level of organization, vision about marketing and contacts with international markets (e.g. cooperatives and “cajas rurales” already familiar with certification processes) might be more inclined to take the plunge and apply for the certificate. Individual producers, intermediaries and some commercial businesses might still need some time and further awareness to appreciate the benefits of the system. The first group can play a crucial role in championing the system. It could, together with the interest and commitment of IHCAFE, offer good prospects for the SCS to break into the value chain.</p>	<p>Low Moderate Above-Moderate High</p> <p>Achievement ● — ○ — ● — ●</p> <p>Sustainability ● — ● — ○ — ●</p>

This outcome included some outputs which have not yet been delivered, and as a result the review of the indicators show low levels of achievement. These are mainly related to the wrap-up products of the SCS, such as the systematization exercise and dissemination strategy.

INDICATOR OTC 3. “Number of local level suppliers – producers who have demonstrated a commitment to adopting the SCS.” The target was set at ten local-level producers (suppliers), but none have been registered yet. IHCAFE technicians have reported interest from new producers after they learned about the piloting process, but this has not yet materialized into any new applications.

OTP 3.1.1 “Toolkit developed for each coffee supply chain.” The kit has been completed, but it has not yet been applied to the three incumbent cooperatives. According to the information gathered by the evaluation team, this toolkit is mainly aimed at producers. The data and information needed for the elaboration of this toolkit is already under revision with the purpose of developing it into a friendly format.

OTP 3.2.1 “Number of coffee producers in IHCAFE’s supply chain who are piloting social compliance tools.” The target was set at four and the actual figure achieved is three – the three cooperatives that participated in piloting the SCS. Again, the number of producers integrated into the cooperatives, around 350, could be counted for the purpose of reporting this indicator, but this would raise some questions about the coherence between the target set (4 producers) and the method of calculating the actual achievement (around 350). In any case, representatives of these cooperatives interviewed by the evaluation team conveyed very positive views about the experience. They were selected for the pilot based on the information

collected during the “Good Practices and Lessons Learned” study and it is believed that they represent organizations with a certain degree of compliance culture and interest in being up to date in managerial processes.

OTP 3.3.1 “A document systematized the experiences of the SCS pilots.” This has not yet been delivered.

OTP 3.3.2 “Strategy created for dissemination of project results.” This has not yet been delivered.

OTP 3.4 “A sustainability strategy of implementation of the SCS by the IHCAFE.” The strategy has been developed by the consultancy firm CEGESTI. More analysis of this strategy will be provided under the sustainability section.

OTP 3.5 “Percentage of IHCAFE’s members that demonstrate an implementation of over 80% in the SCS tools in their organizations.” This will be reported at the end of the project’s implementation. No information is currently available.

As a summary of the achievements under Outcome 3, it can be said that, indeed, the project has been able complete the testing process of the SCS and there are good signs emerging from the exercise. First, despite the complexity of applying such an extensive and demanding model, IHCAFE managers and technicians have shown the skills and abilities to cope with all these demands smoothly. No major issues have been reported concerning the technicalities of the process. Its application requires some time and effort, but the system runs well under the responsibility of the IHCAFE technicians who have been trained as auditors. Additional training has been put forward as a need, but most of the 32 technicians who participated in the training showed themselves confident about the command of the SCS procedures that they acquired. They also expressed convincing testimonies about how the project has increased their awareness and challenged their assumptions about CL. In different ways they conveyed to the evaluation team a better understanding of the concept of rights and its implications.

The cooperatives, on their side, have equally expressed positive views about the process and described it as a learning experience which will eventually help them to improve their managerial practices. Minor issues have been put forward regarding the timing of the remedying period, but in general, the SCS is found to be a step forward in the endeavor to become competitive actors in a globalized coffee market.

The shortcomings related to this outcome are mainly related to the delivery of those products and services that are intended to pave the way for its expansion and scale-up process: the systematization, dissemination, and the engagement of new actors. This is the area that is likely to require further attention in the remaining months.

Looking into the factors that might have played a part in facilitating or hampering the achievement of the outcomes, a significant factor was again the ability of the partners to develop an atmosphere of mutual trust and commitment towards the shared goals. It is believed that although COHEP and the IHCAFE had previously developed an institutional commitment towards the eradication of CL and the baseline was not zero, the transformation of this commitment into specific measures proved be a challenging process. Agreeing on concepts and coming to a common understanding of what this process was supposed to entail required lots of time and effort in the early stages, but these differences were eventually overcome.

3.2.2. EQ4: HOW EFFECTIVELY HAS THE PROJECT ENGAGED WITH VARIOUS STAKEHOLDERS (IHCAFE, PRODUCERS, DISTRIBUTORS, ETC.) TO IMPLEMENT ACTIVITIES AND ACHIEVE ITS OUTCOMES?

As has been suggested earlier, one of the strengths of the project has been the strong and functional partnership led by two private sector organizations, COHEP and IHCAFE, with ILO support. The technical knowledge and expertise of a specialized UN agency such as the ILO integrated nicely with the capabilities, representativeness, and extensive presence across the supply chain of IHCAFE and COHEP. The project has been able to put together an extensive pool of technical, human, material and institutional resources incorporating the knowledge and experiences of a wide range of actors.

Despite the difficult beginning, the interest and commitment shown by all of the partners enabled the project to foster a climate of mutual trust, dialogue and collaboration. It is worth noting, as well, that in the case of IHCAFE, the interest and commitment trickled down across the different levels: managerial and technical on one side, central and territorial on the other side. The active involvement of the technical officers (“extensionistas”) of the organization and the effort made to train them and raise their awareness enabled the project to optimize one of the main assets of the institution, which is its extensive presence in the territory.

The engagement of other stakeholders (mainly producers) who participated in the pilot either by applying the self-assessment, participating in the training modules, or undertaking the audit, is deemed to be high, but it is difficult to assess how and to what extent this engagement would spark across the whole value chain. The project has generally achieved its targets regarding the number of self-assessments applied, people trained, and producers audited, but it is still early to assess how these examples would trigger a trend of social compliance across the coffee sector. According to the testimonies of the IHCAFE technicians in the three pilot provinces, new producers have expressed interest in the SCS, but new applications have not yet materialized. This should not necessarily be interpreted as a failure of the model, since the system is still being deployed and taking off might be just a matter of time.

In any case, as explained earlier under EQ1, the evaluation has gathered some cautionary words from the respondents pointing towards the great variety of players present in the value chain as a possible barrier to the success of the SCS. Organized producers such the cooperatives, who are already in contact with international markets and have developed a culture of compliance, might be easily on board, but 70% of the chain is composed of other types of actors who are potentially not so prone to the underlying philosophy of the SCS. In reference to the analysis presented earlier, this highlights the importance of developing a more conventional and comprehensive ToC for the upcoming phases, considering the incentives and mechanism that would raise the interest of the different type of players in the SCS.

The role and engagement of public institutions have been limited in this pilot phase, as anticipated in the project design. However, this does not mean that the public sector is absent of the SCS. The pilot phase has been led by the private sector, but the system must follow the norms and regulations enacted by the public institutions. Moreover, although the STSS has not been involved in the implementation, it has accompanied the course of the project through its Social Security branch, as has CONACAFE, the public body in charge of policy setting for the coffee sector. The project has also established contact with the Honduran Accreditation Organization (OHA), a public entity associated with the National Quality System, to explore its possible involvement in the certification process. Other structures, such as the National Commission Against CL, have not played a big part, as explained, but there are several examples of public engagement in the process.

That said, it is important to note that various partner representatives have expressed different views suggesting that the public involvement should be bigger, and that the process should evolve towards a stronger public-private-partnership (PPP) model, with more ambitious goals and a higher profile in the political agenda. It has been argued that coffee represents a strategic sector for the country and that the GoH should have a more proactive vision to make it competitive, including support to put the SCS in place and make it thrive.

The evaluation team understands, as explained earlier, that the GoH is already playing a normative role and the main responsibility to comply with its norms rests with the private sector. However, this does not rule out the importance of exploring new ways to strengthen the partnership between the IHCAFE, COHEP and the public institutions. The evaluation has collected some suggestions that will be elaborated further in the recommendations section.

3.2.3. EQ5: HOW EFFECTIVELY HAS THE PROJECT IMPLEMENTED ITS MONITORING AND EVALUATION SYSTEMS (CMEP, PRE-SITUATIONAL ANALYSIS, ETC.)? TO WHAT EXTENT ARE THESE SYSTEMS BEING USED TO IDENTIFY TRENDS AND PATTERNS, ADAPT STRATEGIES, AND MAKE INFORMED DECISIONS?



DRY PROCESSING

Overall, the various monitoring tools and instruments, in particular the Performance Monitoring Plan (PMP), are well embedded into the project routines. During the early stages, the availability of data and information was affected by the slow start of implementation, but as the process gradually increased pace, the Technical Progress Reports (TPR) with their corresponding Data Reporting Forms (TPR Annex A) became more informative about the project's progress and the fulfillment of the different milestones. There are still some gaps, particularly noticeable under Outcome 3, which have been explained earlier. In addition, the documentation process, including the monitoring system, is highly digitized, a fact which facilitates the dissemination of information to both internal and external stakeholders.

It must be borne in mind that given the pilot nature of the project, most of the elements of the Results Framework focus on measuring the steps of the piloting process: the design and adoption of the SCS, the capacity building of those responsible for its implementation, the testing of the model and the preparation for upcoming stages. The different outcomes have

been mostly formulated around the completion of each of these stages, rather than assessing the impact that it might have in terms of eradicating CL and improving labor conditions in the coffee value chain. This means that the indicators are, in virtually all cases, very precise numeric indicators, with a baseline of “zero,” and reporting on them basically consists of counting the project deliverables or verifying the fulfilment of key milestones. This helps to provide a clear snapshot of those lines of action where the project is lagging behind the expectations.

The development of the CMEP has been described as smooth and fluid, and it did not interfere or affect the workplan. Both parties (ILAB and the ILO project team) expressed satisfaction about how this process has been conducted. The technical description of the indicators is clear and the method of calculating the indicators which require some sort of estimate (e.g., increased knowledge of IHCAFE staff) is deemed to be rigorous. The evaluation has verified the use of the Data Quality Checklist to ensure the quality of the information gathered.

The pre-situational analysis was also not developed in a conventional manner. The availability of other studies, such as the aforementioned “Analysis of the coffee supply chain in Honduras” by IHCAFE, UNDP and Heifer (2017), made it advisable to focus the analysis on more specific points of interest. Along this line, two studies were conducted: the “Mapping of actors and perceptions of risks” and the “Study on lessons learned and good practices.” According to the information gathered, these studies were applied by the project for the following purposes:

- Selection of the cooperatives that later participated in the pilot of the SCS.
- Pre-identification for exchanges with producers from Colombia and Guatemala.
- Provision of inputs for the training process of the IHCAFE technicians.

3.2.4. EQ6: HOW EFFECTIVE WERE THE PROJECT ORGANIZATIONAL STRUCTURE AND GOVERNANCE IN SUPPORTING DELIVERY OF RESULTS?

Technically, the project’s governance structure can be described as basic. Formally, a technical committee was initially set up with two focal points to validate the different products, but these committees were quickly discontinued. A Project Steering Committee was never constituted, and the coordination and decision-making were mostly conducted via the ongoing communication and dialogue between the partners. The ILO project team was composed of four people (including the administrative assistant) with backstopping support from the ILO Regional Office in Costa Rica, which has played an instrumental role in leading the different teams and articulating the activities.

Despite the absence of a formal governance structure, all the partners expressed great satisfaction regarding the way that the project has been managed and described it as a pragmatic approach. According to some testimonies, the arrangement can certainly be seen as highly informal and prone to dysfunction, but in practice it has served to avoid bureaucratic procedures and optimize the time and resources of everyone involved.

Again, everything indicates that the initial work conducted by the project to create a common understanding of the goals, and build consensus around the different concepts, has played an important part in facilitating the coordination dynamics afterwards. This factor, together with the very specific nature of most elements in the Results Framework, enabled the different teams to develop a high degree of harmony and this has greatly facilitated the management and governance of the project.

It is evident that a number of factors have converged in the project that eased the managerial aspects. Some of these factors even included a successful combination of personalities and

talent among the people responsible for project management and implementation. The positive comments received by the evaluation team about the commitment and competence shown by the ILO project team is something that should not be underestimated. The evaluation team understands, however, that for certain purposes and looking into upcoming phases a higher level of formality could be advisable.

Although it might add a new layer of bureaucracy, the set-up of a Steering Committee would represent an opportunity to enlarge the spectrum of participants, including more representatives from the public side, social partners, civil society, and the structures working on CL issues in the country. The committee would also likely be a channel to enhance the reflection and dissemination of key messages in the upcoming stages when the SCS will have to be scaled up. It might also be a crucial space to resolve differences in a transparent and open manner when harmony and consensus are not so easy to reach.

ILO procedures have been applied, which are deemed to largely ensure transparent and efficient financial management. The project has put mechanisms in place to monitor inputs, including a procurement policy that requires at least three quotations. ILO carries out a very thorough review of its expenses to ensure their eligibility. The project's finance and accounting procedures are subject to a final internal audit to be carried out by ILO Regional Office from Lima. It has also been established that the national partners made significant contributions in terms of staff, infrastructure, logistics support and knowledge.

3.2.5. EQ7: HOW HAS THE COVID-19 [CORONAVIRUS DISEASE 2019] PANDEMIC INFLUENCED PROJECT RESULTS AND EFFECTIVENESS, AND HOW HAS THE PROJECT ADAPTED TO THIS CHANGING CONTEXT?

On top of the political instability and the occurrence of natural disasters, the COVID-19 crisis added another tier of uncertainty and pressure to the implementation process. According to the observations and testimonies received by the evaluation team, the COVID-19 crisis affected the project in three different ways:

1. First, by diverting the attention and resources of the main partners and other national stakeholders who were forced to address the crisis. The response to COVID-19's effects became a top priority for most of the institutions and it still absorbs most of their time and resources.
2. Second, by causing some delays in the implementation of the workplan. Obviously, many of the activities in the initial workplan had to be suspended or readapted to the new circumstances.
3. And third, as a direct result of the two previous effects, there is a situation of under-expenditure. Due to the COVID-19 pandemic, most of the travels were cancelled and their associated expenses did not occur.

The overall assessment of the evaluation is that the project appropriately and swiftly adapted to the new conditions by developing implementation alternatives, essentially by converting project activities to a virtual format, including the training processes. The project was able to adapt most of the activities to the virtual implementation modality and all the stakeholders, including those located at the local level, showed a remarkable willingness and ability to incorporate it into their routines. Simultaneously, the project was granted a no-cost extension by USDOL to complete the workplan.

No specific measures were adopted to address the emerging needs of the end beneficiaries due to the COVID-19 crisis. Some stakeholders commented that the pandemic has certainly worsened existing inequalities and precarious labor conditions for everyone, with children and

adolescents not being an exception and surely one of the more affected groups. The pandemic also significantly affected some of the cooperatives involved in the SCS pilot. According to the accounts received, the project explored the possibility of reallocating some resources to assist them, but this option was eventually ruled out and the project stuck to its original workplan. It has also been noted, however, that other ILO projects such as “Vision Zero - Improving occupational safety and health in the coffee supply chain in Latin America,” which was due to end in 2022, have developed five protocols to help prevent and mitigate the spread of COVID-19 in supply chains and the project team participated in the design and dissemination of these protocols.

3.3. SUSTAINABILITY

3.3.1. EQ8: TO WHAT EXTENT ARE THE PROJECT'S PLANS FOR SUSTAINABILITY ADAPTED TO THE LOCAL LEVEL, NATIONAL LEVEL, AND CAPACITY OF IMPLEMENTING PARTNERS?

A sustainability plan has been developed through a consultancy contract and the corresponding report was delivered in September 2021. It contains a detailed three-year roadmap for the IHCAFE to continue with the deployment of the SCS. It is deemed to be a very sound and precise vision of what needs to be done to consolidate and expand the SCS over the next three years, comprising actions in different directions:

- Improvement and reinforcement of the modular training to the stakeholders.
- Strengthening IHCAFE's technical assistance to its associates regarding the SCS.
- Expansion of the geographical coverage to reach 15 provinces.
- Institutional expansion and promotion of the SCS within the IHCAFE guilds.¹⁷
- Revision and update of the SCS tools.
- Awareness-raising targeting exporters.
- Strengthening the IHCAFE's Social Compliance Unit (UCS).
- Outsourcing the accreditation/certification process.
- Others.

For each of the above lines of action, the plan has established very precise targets and timelines. What has not been defined is an estimate of the resources (financial, human, etc.) which would be required for the implementation of what has been foreseen in each case. However, a new consultancy contract has been signed with the main purpose of assessing IHCAFE's capacities and needs in order to move this process forward.

It is believed that both IHCAFE and COHEP represent institutions with well-proven capabilities in many different areas or domains:

- Technical staff that are able to cope with the demands and degree of complexity involved in the application of the SCS.
- Political leverage, as both institutions are well positioned as interlocutors for policy dialogue in the country.
- Financial autonomy and fund-raising possibilities for undertaking new initiatives.
- National and international partners to establish alliances and get support.
- Extensive presence across the country, with the possibility of establishing multiple interactions at the local level.

¹⁷ IHCAFE is composed of four guilds: AHPROCAFE, ANACAFE, LA CENTRAL and UNIOCOOP.

In addition, the evaluation team has come across the strong ownership that partners have developed around the SCS initiative. There are clear signs that IHCAFE intends to expand the model throughout the coffee value chain and COHEP considers that this experience could become a building block to expand the compliance culture to other productive sectors. The motivation of the partners to move this process forward is seen as an asset concerning the prospects for long-term sustainability.

It is important to remember here again that, as a pilot phase, the project has just set the foundations of a longer sequence of intervention and the sustainability analysis, to be truly meaningful, must look into options to scale up the model. In this sense it is believed that, given the dimension and heterogeneity of the coffee value chain in Honduras, this is likely to be a lengthy, complex, and challenging process requiring the further mobilization of stakeholders (public and private), resources, and political influence nationally and internationally.

The evaluation assessment is that, although a sound sustainability plan has been drawn up, many specific aspects of the process ahead are still to be defined and will require further analysis and discussion between the partners, as well as negotiations with third parties. For example, if the certification is eventually delegated to an external entity, IHCAFE will be released from the workload of auditing and certifying the process, retaining the roles of dissemination and technical assistance to generate demand. This will have implications both for IHCAFE, who will be required to devote fewer resources for the implementation of the SCS, and the applicants who will probably have to cover the cost of the process themselves (during the pilot phase, the three certification processes were free). This illustrates how the plans are still unfolding and different scenarios are still possible. The evaluation has established that the project's partners - ILO, IHCAFE and COHEP - are aware of this situation and willing to approach this process with a developmental approach and long-term vision.

3.3.2. EQ9: WHICH PROJECT OUTCOMES AND KEY OUTPUTS ARE LIKELY TO BE SUSTAINABLE AFTER THE PROJECT ENDS? WHAT FACTORS AFFECTED THEIR LIKELIHOOD OF SUSTAINABILITY?

The Social Compliance Unit has been created within the structure of IHCAFE, which is an expression of the organization's institutional commitment to lend continuity to the process. The unit is managed by just one officer, which will likely be insufficient to cope with all the demands of the SCS once it is launched on a larger scale; however, there are still many unknowns, and it is not possible to fully ascertain at this stage the size of the team which will be required.

The training of the IHCAFE technicians has certainly been a key project activity and its effects are likely to be sustained through time. As has been said, these technicians have shown a high degree of commitment towards the goals of the project and are, to a great extent, happy to include awareness-raising and promoting the SCS in their job description. Integrating this task into institutional processes and routines is a factor that promotes long-term sustainability. The process of training the IHCAFE technicians is, obviously, not completed. There is a need to update and refresh the skills of the 32 that have already trained and to start the process for those in the remaining three IHCAFE regions (12 "departamentos") that are not covered by the project. In principle, this task has been considered in the sustainability plan.

In general, it is believed that the sustainability plan anticipates realistic scenarios in most cases. It seems realistic for IHCAFE to continue disseminating the culture of compliance across the coffee chain, training the different actors in the components of the SCS, and emphasizing

the importance of undergoing certification processes. IHCAFE has the capacity and the determination to do so. The project has been successful at underpinning the importance of compliance with labor standards into the agenda and main policies of the institution.

On the uncertain side regarding the future of the SCS, the outsourcing of the auditing and certification processes has not yet come to fruition, and this could have substantial implications on the costs of the process. The engagement of international buyers (as explained in the relevance section), the role that the public authorities can play to consolidate and expand the model, and the linkages with wider national and sectoral strategies against CL are the other three factors to consider in order to enhance the prospects for sustainability.

Beyond the coffee sector, it is believed that the SCS which has been developed and adopted under this project has the potential to catalyze similar dynamics in other productive sectors, particularly in agricultural sectors, and reinforce due diligence systems in Honduras. Indeed, the coffee sector is not the first one that has attempted to generate self-regulation and compliance systems in the country; the garment industry in particular has taken some steps in that direction. Being that the coffee chain is so prominent in the agricultural sector, it is reasonable to expect that the SCS can become a role model to transform institutional practices in the agriculture sector in relation to CL. It has been established that the partners, in particular COHEP and ILO, are considering this as a favorable scenario for future actions.

4. LESSONS LEARNED AND PROMISING PRACTICES

The evaluation identified several lessons learned and promising practices. Some of these refer to general managerial aspects of the pilot project, while others relate to the SCS itself and will mainly serve in its potential scale-up. Although the SCS has not yet been implemented to its full extent, the opinions and information gathered from the stakeholders allowed for anticipating some other aspects that could be important to make it functional in the future.

4.1. LESSONS LEARNED

1. Investing time and effort during the design phase or at the onset of implementation to develop a common understanding of the project's concepts and approaches helps to avoid misunderstandings, foster mutual trust, and facilitate subsequent coordination/communication dynamics during the implementation phase. A project that is managed and implemented through a partnership, where the organizations involved have different protocols, procedures and mandates, requires some time to thoroughly discuss the scope and meaning of the different components, set the standards and gain a common understanding of the strategy to be applied. Ideally, this should be initiated during the development of the ToC, but it can be updated during the early stages of implementation or during the preparation of the CMEP. This preparatory stage is an investment in quality that will eventually pay off.
2. Stakeholders with an organizational background (cooperatives, associations, etc.) and young producers are key target groups in rural areas to introduce innovation and generate enduring changes in both productive and cultural patterns. Actions targeting these groups are a key element for any strategy that seeks to innovate in the value chain and address the problem of CL in the agricultural sector. Both groups are more open to change in an environment that is more generally conservative and reluctant to consider reform.
3. The use of references to the national legislation in both the norms and the rationale of the SCS provided contextual relevance, enhanced the fulfillment of rights and supported stakeholder ownership. Presenting the SCS as a tool that helps to comply with the national legislation and including references to the law and the fulfillment of rights might play an important role in justifying the system as a national-based endeavor rather than a foreign/external imposition. Along the same line, appealing to health and safety issues is one way to avoid cultural rejection of the message against CL. Field technicians have insisted that it is important to approach the sensitization tasks from a positive perspective, highlighting the benefits that the SCS can bring about.
4. The engagement of international buyers is essential to complete the internal logic and provide full meaning to the SCS. The implementation of the SCS demands an effort from stakeholders at the grassroots and intermediate levels of the chain (producers, intermediaries, distributors, exporters, etc). In order to make the system work it is also important to incorporate the upper level in order to share the burden and create incentives.

4.2. PROMISING PRACTICES

4. The inclusion of field technicians (IHCAFE “extensionistas”) in the endeavor to introduce the SCS is a coherent and adequate strategy to trickle down the system within the territory and raise awareness about the importance of compliance. Given

the network structure of the IHCAFE and the continuous presence of its technicians in the territory, their participation in the process has large multiplier potential.

5. The flexible, adaptive and developmental approach used to design and test the SCS. This approach has served the dual purpose of developing a context-friendly method and promoting adherence from the different stakeholders and target groups.
6. The strong commitment of the ILO-IHCAFE-COHEP partnership to foster dialogue and reach consensus in the development of the SCS model has set an example for other economic actors within the private sector in Honduras. Despite all the difficulties encountered in designing the right implementing architecture for the partnership – a situation somehow common to every pilot experience – the partnership in itself can be considered a good practice. In particular, it should be highlighted that the project has set an example which can be used to promote the Social Compliance System across other productive sectors.

5. CONCLUSION

Many of the conclusions of this evaluation have already been alluded to at other points throughout the document. As such, this section represents more of an ordering and synthesizing exercise.

The evaluation's overall conclusion is that the project has significantly contributed to the development and adoption of a Social Compliance System by key institutions of the coffee sector in Honduras. There are pending challenges for the future related to the expansion of the model, the progressive incorporation of the different stakeholders in the chain, and its recognition by international clients and certification bodies, but overall, the project has satisfactorily achieved the objectives set for this stage.

5.1. RELEVANCE AND COHERENCE

The project clearly responded to the needs of key stakeholders in the value chain (producers, distributors, exporters, etc.) as well as the end beneficiaries of the SCS: workers and families whose children are at risk of child labor. The adoption of an SCS is deemed to be an important step in the endeavor to gradually improve working conditions, fulfill labor rights, and eliminate CL in the coffee value chain.

The project's ToC has not been developed in a conventional manner, but the design and formulation of the project was based on an exhaustive analysis of the problems and the alternatives to tackle them. The three selected outcomes represent a logical and consistent sequence to developing the SCS, and the disaggregation of the activities is deemed to be very thorough and detailed.

Some other positive aspects related to the relevance and coherence of the project are its contributions to strengthening the territorial and sectoral work against CL, to operationalizing the IHCAFE strategy, and the effort to build on previous models developed by the donor and the partners as well as the interaction and synergies with other ILO and USDOL projects.

Possible shortcomings in this section include the absence of comprehensive strategies to engage international buyers and to communicate the objectives of the SCS to wider audiences. Moreover, the lack of immediate benefits for the stakeholders who obtain the SCS certification is still seen as the most vulnerable point of the model. Further analysis is required to identify

the incentives and mechanisms that can make the SCS thrive and reach the critical mass necessary to trigger a meaningful impact across the value chain.

5.2. EFFECTIVENESS AND EFFICIENCY

The project has established a strong and effective partnership, integrating the knowledge, credibility, and expertise of a specialized agency, the ILO, with the capacities, representativeness, and extensive presence in the territories of two national institutions from the private sector (IHCAFE and COHEP). The three organizations encountered some initial difficulties in agreeing on concepts and approaches, but these were eventually overcome, and the partners managed to foster a working atmosphere of mutual trust and productive cooperation dynamics that were eventually extended to the rest of the stakeholders involved.

No formal Steering Committee was established for the management and governance of the project. The ILO team played an instrumental role in facilitating the communication dynamics, and the decision-making was steered through the ongoing dialogue between partners. The testimonies gathered suggested that this informal model has performed reasonably well, and the partners believed that this arrangement avoids bureaucracy and optimizes time. It is believed, however, that a more formal structure would increase the engagement of other key stakeholders (e.g., the STSS) and enrich the analysis and debate around the different issues.

The project experienced some difficulties at the outset to get the implementation machinery in motion and start implementing. This challenge, together with the impact of some external factors (the COVID-19 outbreak and the occurrence of natural disasters) caused some initial delays in the implementation plan. The project, however, adopted a flexible and adaptive approach and managed to recover the implementation pace and deliver most of the products and services (outputs) anticipated in the Results Framework.

At the time of conducting this evaluation, it is possible to assert that the SCS has been designed, piloted and officially adopted by IHCAFE's directorial board as the model that the institution intends to apply throughout the coffee value chain in Honduras. The evaluation's assessment is that the project objective, formulated as "to design and implement a social compliance system to prevent and eradicate CL and promote acceptable work conditions for men and women in the coffee supply chain," is likely to be achieved.

Some actions, mostly under Outcome 3, are still to be completed in the remaining implementation period (tentatively until September 2022). Among these include an assessment of IHCAFE's capacities and the outsourcing of the audit and certification processes. These two activities are deemed to be decisive for defining the final settings of the SCS and visualizing the upcoming phases.

5.3. SUSTAINABILITY

The commitment and interest shown by IHCAFE and COHEP represent an important asset for the long-term sustainability of the SCS. It is believed that these two partner organizations comprise an extensive pool of technical and institutional capacities to move the process forward.

The training of IHCAFE technicians has certainly been a key activity to embed the message about compliance into a level closer to the producers. Their extensive and continuous presence across the territory also contributes to increasing the coverage and potential outreach of the SCS. It is reasonable to expect that the training and sensitization efforts carried out by these technicians

could change patterns of behavior and/or trigger cultural shifts among the stakeholders in the chain, with the potential to become self-replicating processes.

A sustainability plan has been drawn up, containing a detailed roadmap for IHCAFE during the three upcoming years. Different lines of action have been developed with very specific targets and a clear timeline, all of which are deemed to be realistic, but the plan lacks an estimate of the resources (human and financial) that will be required for its implementation.

The Social Compliance Unit created within the structure of IHCAFE is an expression of the organization's institutional commitment to lend continuity to the process. However, many specific aspects of the process ahead are still to be defined and will require further analysis and discussion between the partners as well as negotiations with third parties, particularly public institutions and international buyers.

In order to compile the key findings of this evaluation and present them in a different format, the evaluation team has conducted a SWOT analysis which has been included in Annex F.

6. RECOMMENDATIONS

In order to introduce the recommendations, it is important to note a few aspects about the timing of this evaluation and the prospects for an extension of the project's implementation period.

As was explained in the introductory section, this evaluation exercise has been conceived as a final evaluation, which means that it is mainly oriented towards compiling results, identifying the key factors that facilitated or hampered the achievement of these results, drawing lessons for future interventions and assessing which outcomes and outputs can be deemed sustainable and how.

While these purposes remain valid to guide the formulation of the recommendations, the evaluation team has learned that the project has already been granted a no-cost extension until September 30, 2022, and an additional cost extension for one more year is also on the table, pending a final decision.

Whether the project eventually finishes in September 2022 or is extended for an additional year has implications on the way that the recommendations are formulated and addressed. The evaluation endorses the project's intentions of completing the delivery of the outstanding outputs within the already-granted nine-month extension. It seems reasonable to move forward with the outsourcing of the certification, the assessment of the capacities of the IHCAFE, and the dissemination and systematization of the pilot experience. For this period, the priority of the project should be to complete these tasks and there is little margin to undertake new endeavors.

While some of the recommendations below could be incorporated by the project and/or its partners in the upcoming nine months, most of them will probably be more feasible to implement if the one-year cost extension is granted. If eventually this is not the case, they remain valid for the partners to take into their respective agendas.

TO ILO AND THE PROJECT PARTNERS (IHCAFE AND COHEP)

RECOMMENDATION 1: Develop a comprehensive strategy to engage international buyers in the recognition and endorsement of the SCS.

As explained earlier, it is believed that a meaningful and substantial engagement of the international buyers in the SCS exceeds the capacities of individual actors in the value chain, and there should be a more robust, strategic, and concerted effort toward this goal from the project partners. It is deemed important to establish contacts at a higher level to identify the different options available, approaching networks and associations and gathering information about the buyers' expectations, preferences, and possible ways to get involved in the system.

RECOMMENDATION 2: Develop a fully-fledged Theory of Change for the upcoming phases of the SCS, identifying the barriers, rewards and general mechanisms that could enhance or reduce the prospects of the SCS' adoption at a larger scale.

A preliminary analysis of this nature has already been conducted for this pilot phase, but in order to outline a scale-up strategy for the future, it is important to collect and process all the information and learnings accumulated during this phase in order to develop a more comprehensive ToC. The evaluation has gathered valuable inputs from the stakeholders that should be further analyzed and integrated into the strategy:

- The absence of immediate incentives for the applicants should be addressed.
- Possible champions to move the process forward should be identified.
- Alternatives to the certification fatigue should be found.
- Possible links to compliance and productivity should be explored and used as part of the communication strategies.
- Partnerships with local governments should be fostered.

RECOMMENDATION 3: Estimate the cost and resources needed for the implementation of the SCS under real conditions.

This is considered to be the missing component of the sustainability plan. There are still some uncertainties related to the outsourcing of the certificate which could alter some of the estimates, but in any case, it is important to consider different scenarios for both IHCAFE and the applicants. What are the implications and demands for IHCAFE that the gradual deployment of the SCS is going to represent in terms of human and financial resources? What would be the cost of an SCS certificate for a standard applicant? These are deemed to be key pieces of information that will surely help in designing the next stages of the process. The possibility of including these analyses in the Terms of Reference of the upcoming consultancy, "Assessment of IHCAFE's capacities for running the SCS," should be explored.

RECOMMENDATION 4: Develop a more comprehensive and all-encompassing communication strategy.

In line with some of the arguments presented earlier, it is believed that the scale-up process will require a more elaborate communications strategy, including the classical components: branding, target audiences, channels, and mechanisms of communication. It seems clear that disseminating the SCS across the value chain, including the international buyers, and elevating its political profile are likely to require a more intense communication effort.

RECOMMENDATION 5: Focus more attention on defining the permitted conditions for protected adolescent work in the country.

This issue slightly diverges from the project's main goal of setting up an SCS, but it is still believed that this is a potential area for the project to support. Project stakeholders expressed confusion about the conditions under which adolescents are permitted to work, and several of the respondents highlighted the importance of delving into this issue to shed light on the activities that can be carried out by adolescents. For example, the project could work to clarify

ways to combine learning and work, especially in rural areas. It could also establish a working group and agenda to help clarify the boundaries of protected adolescent work and provide inputs for updating the list of hazardous CL. With more clarity on what constitutes child labor, the awareness raising activities would also become more efficient.

Delving into this issue to identify the specific activities that can legally be carried out by adolescents is in line with the suggested action in USDOL's Trade and Development Act (TDA) report¹⁸ to review the minimum working age in the Honduran legal framework. The project could clarify the various ways to combine learning and work, especially in rural areas. It could also establish a working group and agenda to clarify the boundaries of protected adolescent work and provide inputs for updating the list of hazardous CL.

TO THE NATIONAL PARTNERS (IHCAFE AND COHEP)

RECOMMENDATION 6: Set up a broader national alliance, including public and private stakeholders, to propel the expansion of the SCS, raise its political profile and use the experience as a catalyzer for wider national processes.

The evaluation has found that the national partners have great potential. It is believed that they have well-proven capabilities to take this process to fruition and become an example of due diligence in the country. In this endeavour, it is important to enlarge the scope and vision of the current partnership and attempt to build a broader alliance. This alliance could adopt a more formal layout, incorporating representatives from different ministries, coffee-related bodies such as CONACAFE, and local governments. The purposes of this wider alliance would be to raise the political profile of the initiative, enlarge circles, boost the joint effort to eliminate CL from the Honduran coffee supply chain and explore possible connections to the US Government's call to action for the private sector to deepen investments in Central America.

TO THE GOVERNMENT OF HONDURAS

RECOMMENDATION 7: Consider different options and alternatives to support the effort toward due diligence and compliance being carried out by the coffee sector in Honduras.

As has been explained in the body of the report, public institutions and bodies have not played a specific role in the project apart from a general normative role. By definition, the SCS is a private-led initiative, and it is the responsibility of private stakeholders to make it work. It is believed, however, that given the relevance and significance of the coffee sector in Honduras, the public sector could explore different ways of supporting this initiative. More specifically, by:

- Endorsing the certification process.
- Strengthening the inspection and scrutiny of the legislation in the coffee sector.
- Actively participating in the alliance to eliminate CL from Honduran coffee supply chain.
- Supporting the communication efforts.

¹⁸ Regarding the legal framework the TDA report suggests actions to raise the minimum working age. <https://www.dol.gov/agencies/ilab/resources/reports/child-labor/honduras>

TO IHCAFE

RECOMMENDATION 8: Revisit the IHCAFE strategy against CL in the coffee sector and seek alternatives to link the SCS to this wider institutional instrument.

The SCS is a key element of the IHCAFE strategy to ensure compliance with labor standards and improve working conditions in the value chain, but it needs to explore complementarities with other programs and instruments available. The SCS represents an opportunity to revisit the strategy, assess its strengths and weaknesses, and boost the institutional endeavor against CL in a more comprehensive and all-encompassing manner.

TO USDOL ILAB

RECOMMENDATION 9: Explore options to continue supporting the process until some outstanding aspects of the SCS model have been clearly defined.

In order to optimize the efforts already made, some extra support seems necessary and justified. It is possible to say that the project has been successful in designing and piloting the SCS and getting it adopted by the IHCAFE. The evaluation has alluded several times to aspects such as the engagement of buyers and the outsourcing of the certification that will still need more time to be defined and take shape. It is clear that the responsibility of expanding the SCS to the entire coffee chain, geographically and institutionally, remains with the national partners, but the continuation of USDOL support to implement the above recommendations will surely enhance the prospects of success.

Table 5. Recommendations and Supporting Evidence

Recommendation	Evidence	Page Numbers
1. Develop a comprehensive strategy to engage international buyers in the recognition and endorsement of the SCS.	This piloting phase has perhaps not sufficiently considered the development of a strategy for the engagement of international buyers. The upper level of the value chain does not seem to be fully integrated into the SCS model.	Relevance and Coherence EQ1 pp. 14-16
2. Develop a fully-fledged Theory of Change for the upcoming phases of the SCS, identifying the barriers, rewards and mechanisms in general that could enhance or reduce the prospects of the SCS being adopted at a larger scale.	According to the information gathered by the evaluation team, a fully-fledged ToC, which is nowadays a standard exercise for both ILAB and the ILO, was not part of the programming protocols at the time the project was approved in 2017, nor was it part of the Project Document or the CMEP.	Relevance and Coherence EQ1 pp. 14-16

Recommendation	Evidence	Page Numbers
3. Estimate the cost and resources needed for the implementation of the SCS under real conditions.	The sustainability plan has defined very precise targets and timelines. What has not been defined is an estimate of the resources (financial, human, etc.) required for the implementation of what has been foreseen in each case.	Sustainability EQ8 p. 31
4. Develop a more comprehensive and all-encompassing communication strategy.	Some communications activities have been conducted (or are to be conducted during the remaining nine months of implementation). IHCAFE already has some communication channels in place and the project used these channels to inform stakeholders about the SCS. Some flyers and dissemination materials have also been printed and various events were organized to celebrate the 12 th of June. The training and self-assessment of the stakeholders also represent opportunities to communicate directly with them, but the project has lacked a comprehensive communication strategy that includes classical components.	Relevance and coherence EQ2 pp. 17-19
5. Focus more attention on defining the permitted conditions for protected adolescent work in the country.	The evaluation team heard from a range of stakeholders a sense of widespread confusion about the necessary conditions to carry out protected adolescent work. Due to this confusion, employers are recruiting fewer young adolescents and many young people end up working in unprotected conditions. The fact that Honduras has a list of hazardous child labor which requires an update/review could partly explain this.	Relevance and coherence EQ2 pp. 17-19
6. Set up a broader national alliance, including public and private stakeholders, to propel the expansion of the SCS, raise its political profile and use the experience as a catalyzer for wider national processes.	Various partner representatives have expressed different views suggesting that the public should be more involved and that the process should move towards a stronger PPP model, with more ambitious goals and a higher profile in the political agenda.	Effectiveness and Efficiency EQ4 p. 27

Recommendation	Evidence	Page Numbers
<p>7. Consider different options and alternatives to support the effort toward due diligence and compliance being carried out by the coffee sector in Honduras.</p>	<p>The role and engagement of public institutions have been limited in this pilot phase, as anticipated in the project design. However, this does not mean that the public sector is absent from the SCS. The pilot phase has been led by the private sector, but the system must follow the norms and regulations enacted by the public institutions. Moreover, the STSS, although not involved in implementation, has accompanied the course of the project through its Social Security branch as has CONACAFE, the public body in charge of policy setting for the coffee sector. The project has also established contact with the OHA, a public entity associated with the National Quality System, to explore its possible involvement in the certification process. Other structures, such as the National Commission Against CL, have not played a big part, as explained, but there are several examples of public engagement in the process.</p>	<p>Effectiveness and Efficiency EQ4 p. 27</p>
<p>8. Revisit the IHCAFE strategy against CL in the coffee sector and seek alternatives to link the SCS to this wider institutional instrument.</p>	<p>The project also helps to operationalize the IHCAFE strategy against CL. This strategy was developed upon the inclusion of Honduran coffee in the list of products produced with CL, but it has been reported that during the early stages the institution struggled to translate this into action.</p>	<p>Relevance and coherence section EQ2 pp. 17-19</p>

Recommendation	Evidence	Page Numbers
9. Explore options to continue supporting the process until some outstanding aspects of the SCS model have been clearly defined.	<p>On the uncertain side about the future of the SCS, the outsourcing of the auditing and certification processes has yet to come to fruition, and this can have substantial implications on the costs of the process. The engagement of international buyers, as explained in the relevance section, the role that the public authorities can play to consolidate and expand the model, and the linkages with wider national and sectoral strategies against CL are the other three factors to consider in order to enhance the prospects of sustainability.</p> <p>Many specific aspects of the process ahead are still to be defined and will require further analysis along with discussion between the partners and negotiations with third parties, particularly public institutions and international buyers.</p>	<p>Sustainability EQ8 p. 31</p> <p>Conclusions pp. 35-37</p>

ANNEX A. LIST OF DOCUMENTS REVIEWED

- FOA-ILAB-17-07 Coffee Supply Chains
- Project Document (PRODOC). Version Dec 2018
- ILO Country Program Outcome
- CMEP documents and data reported in Annex A of six TPR corresponding to 2019, 2020 and 2021
- Technical Progress Reports corresponding to 2019, 2020 and 2021
- Examples of registers used for the follow-up and control the RF indicators
- Routine Data Quality Assessment (RDQA) form. Semester October 2018 – March 2019
- Financial Reports (FFRs)
- Cooperative Agreement and project modifications
- Project Results Frameworks and Monitoring Plans
- Original work plan and most current revised work plan, 2019, 2020 and 2021
- Correspondence related to Technical Progress Reports
- Management Procedures and Guidelines for USDOL cooperative agreements
- Research or other reports undertaken:
 - Study on best practices and lessons learned
 - Mapping of actors and risk perceptions
- Documents related to the economic, political, and public health context at national and regional levels:
 - Compilation of norms on CL (national and international)
 - Honduras - DOL Fact Sheet
- Terms of Reference (ToR) for Consultancy contracts
- Project deliverables:
 - CSS tools (Code of Conduct, Self-Assessment Tool and Self-Assessment Guide, Audit Protocol)
 - Sustainability Plan for the SCS
 - Criteria to be contained in the IHCAFE UCS interactive module
 - Self-assessment application results report
 - PR-EV-02 Procedure for Using the Declaration of Compliance
 - Training program IHCAFE SCS tools for actors in the coffee supply chain
 - Systematization of the pilot experience in the implementation of the Social Compliance System
 - Reports on training processes conducted

ANNEX B. STAKEHOLDER LIST AND EVALUATION ITINERARY

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ANNEX C. STAKEHOLDER WORKSHOP AGENDA**STAKEHOLDER WORKSHOP****DECEMBER 20, 2021**

Activities	Responsible
Introduction to the evaluation	ILO
Presentation of the preliminary findings by the evaluation team	Evaluation Team
Questions arising from the presentation of the preliminary findings	Participants
Plenary discussion on the sustainability of actions, lessons learned and next steps to be taken from the perspective of stakeholders	Participants

ANNEX D. TERMS OF REFERENCE

FINAL EVALUATION

ADDRESSING CHILD LABOR IN THE HONDURAN COFFEE SUPPLY CHAIN

SUBMITTED TO

United States Department of Labor
Bureau of International Labor Affairs
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Washington, DC 20210
www.dol.gov/ilab

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Funding for this evaluation was provided by the United States Department of Labor under contract number 47QRAA20D0045, Task Order number 1605C2-21-F-00042. This material does not necessarily reflect the views or policies of the United States Department of Labor, nor does the mention of trade names, commercial products, or organizations imply endorsement by the United States Government.

1. BACKGROUND AND JUSTIFICATION

The Office of Child Labor, Forced Labor, and Human Trafficking (OCFT) is an office within the Bureau of International Labor Affairs (ILAB), an agency of the U.S. Department of Labor (USDOL). ILAB's mission is to promote a fair global playing field for workers in the United States and around the world by enforcing trade commitments, strengthening labor standards, and combating international child labor, forced labor, and human trafficking.

OCFT works to combat child labor, forced labor, and human trafficking around the world through international research, policy engagement, technical cooperation, and awareness-raising. Since OCFT's technical cooperation program began in 1995, the U.S. Congress has appropriated funds annually to USDOL for efforts to combat exploitive child labor internationally. This funding has been used to support technical cooperation projects in more than 90 countries around the world. Technical cooperation projects funded by USDOL support sustained efforts that address child labor and forced labor's underlying causes, including poverty and lack of access to education.

This evaluation approach will be in accordance with DOL's Evaluation Policy¹⁹. OCFT is committed to using the most rigorous methods applicable for this qualitative performance evaluation and to learning from the evaluation results. The evaluation will be conducted by an independent third party and in an ethical manner and safeguard the dignity, rights, safety and privacy of participants. The quality standards underlying this evaluation are: Relevance, Coherence (to the extent possible), Effectiveness, Efficiency, Impact (to the extent possible), and Sustainability.²⁰ In conducting this evaluation, the evaluator will strive to uphold the American Evaluation Association Guiding Principles for Evaluators.²¹ OCFT will make the evaluation report available and accessible on its website.

PROJECT CONTEXT

Honduras has made moderate advancement in its efforts to eliminate the worst forms of child labor. The Government of Honduras (GoH) has ratified all key international conventions related to child labor (including ILO Conventions 138 and 182), and the national legal framework meets international standards on all accounts. Institutional mechanisms for the enforcement of these laws and regulations are in place, although gaps exist within the operations of the Secretariat of Labor and Social Security (STSS) that may hinder adequate enforcement of child labor laws. A reciprocal referral mechanism has been established to ensure child laborers and victims of child-related crimes receive access to social services. GoH also began implementing a National Labor Inspection Strategy, which includes monitoring and evaluation of child labor-specific inspections and identifies child labor as an enforcement priority. However, children in Honduras are still engaged in child labor, including the worst forms of child labor.

¹⁹For more information on DOL's Evaluation Policy, please visit <https://www.dol.gov/asp/evaluation/evaluationpolicy.htm>

²⁰ From Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use by the [Organization for Economic Development's Development Assistance Committee \(OECD-DAC\)](#) Network on Development Evaluation. DOL determined these criteria are in accordance with the OMB Guidance M-20-12. For more information, please visit: <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

²¹ For more information on the American Evaluation Association's Guiding Principles, please visit: <https://www.eval.org/p/cm/ld/fid=51>

The coffee industry represents the main economic activity in the rural areas of Honduras, with close to 120,000 families working in the coffee supply chain.²² Even though plantation owners do not hire children, Honduran coffee production relies largely on family-based labor and the reality is that they often accompany their parents and are engaged in all aspects of coffee production. It is estimated that there are nearly 158,000 children engaged in child labor in Honduras,²³ and more work in agriculture than in any other sector. Workers and their families, many of them migrant and vulnerable populations, often live on the coffee plantations and rely on them for basic services, including health care and education. In many communities, very little is known about the negative consequences of child labor, exploitative labor and unsafe working conditions. Child labor in coffee plantations is perceived by parents as an opportunity to earn money, help the family and learn a trade.

Especially during the harvest season, children work on picking and sorting the coffee “beans.” They prune, weed, and fertilize the trees, sort and transport the product and other supplies. They frequently carry heavy loads and are exposed to extreme temperatures. Not only do many children work eight hours or more in a day, but they can also be exposed to some of the most toxic categories of pesticides. Children who accompany their parents are unable to attend school due to the seasonal nature of the work and the difficulty of transportation to and from the fields.

PROJECT SPECIFIC INFORMATION

In December 2017, the International Labor Organization (ILO) received a US\$ 2,000,000 cooperative agreement from the United States Department of Labor (USDOL) Office of Child Labor, Forced Labor and Human Trafficking (OCFT) to implement the “Addressing Child Labor in the Coffee Supply Chain in Honduras” project. The project was originally scheduled to end in December 2020 and received an extension until March 2022. It is implemented in partnership with the Honduran Coffee Institute (IHCAFE), a national-level institution in charge of implementing the country’s coffee policy.

The project-level objective is to design and implement a social compliance system (SCS) to prevent and eradicate child labor and promote acceptable work conditions for men and women in the coffee supply chain (CSC). The SCS adopts a collaborative approach in addressing potential labor violations through management of risks, ensuring continuity, and accountability. The comprehensive approach of the SCS addresses all ILO fundamental labor standards, including freedom of association, collective bargaining, employment discrimination, child labor and other labor standards such as occupational safety and health, wages, and hours of work.

Thus, the project seeks to facilitate sustained, sector-wide change in labor practices through an integrated strategy, which includes assembling a coalition of coffee stakeholders including the ILO, IHCAFE, the Honduran Council of Private Enterprise (COHEP), GoH (Ministry of Labor and Social Security), national producers, workers, and international buyers. The aim of this collective effort is to exert leverage over suppliers, communicate common expectations and provide suppliers with the resources, frameworks, guidance, tools, and trainings needed to eradicate child labor and other safety and labor violations in the coffee supply chain. The project is piloting a social compliance tool in the Departments of Comayagua, El Paraíso and Santa Barbara to help

²² Project Document

²³ Project Summary

businesses reduce child labor, forced labor and unacceptable working conditions in business operations and supply chains.

The project's implementation plan is structured in three outcomes, each with related outputs and activities:

OUTCOME 1: ADOPTION OF A ROBUST AND SUSTAINABLE SCS BY IHCAFE IN THE CSC. Design and implement an effective social compliance system in the CSC in Honduras based on ILAB's Comply Chain: Business Tools for Labor Compliance in Global Supply Chains, presented by the US Department of Labor. Other tools developed by ILO, such as the methodologies SOLVE2 and Gender-Based Guide developed by COHEP, were used for the best adoption of a robust and sustainable SCS by IHCAFE in the CSC.

OUTCOME 2: STRENGTHENED CAPACITY OF THE PRIVATE SECTOR STAKEHOLDERS TO IMPLEMENT A ROBUST AND SUSTAINABLE SCS IN THE CSC. The coffee industry in Honduras has been working and focusing on productivity, quality, and understanding that social compliance is the future of exportation since the consumers have become more aware of the labor and environmental impact of the products they buy.

OUTCOME 3: NEW SOCIAL COMPLIANCE TOOLS ON CHILD LABOR AND ACCEPTABLE WORK CONDITIONS PILOTED IN THE COFFEE BUSINESS OPERATIONS AND SUPPLY CHAIN. The project used the ILO Guide³ to identify opportunities for expansion and development to effectively promote the long-term productive and economic inclusion of families whose children are at risk in child labor

Project beneficiaries include the IHCAFE (technical committee on child labor, managing board, regional managers, technical and extension staff) as well as coffee producers, cooperatives, intermediaries, importers/exporters, and international buyers that are part of the supply chain. Indirect beneficiaries include the workers in the coffee supply chain by ensuring labor law compliance, as well as the workers' families, especially children that are at risk or currently engaged in child labor or hazardous labor. The project works in three Departments in Honduras: Comayagua, Santa Barbara, and El Paraíso.

PURPOSE AND SCOPE OF EVALUATION

EVALUATION PURPOSE

The purpose of final performance evaluations covered under this contract includes, but may not be limited to, the following:

- Assessing if the project has achieved its objectives and outcomes, identifying the challenges encountered in doing so, and analyzing the driving factors for these challenges;
- Assessing the intended and unintended effects of the project;
- Assessing lessons learned and emerging practices from the project (e.g., strategies and models of intervention) and experiences in implementation that can be applied in current or future projects in the focus country(ies) and in projects designed under similar conditions or target sectors; and
- Assessing which outcomes or outputs can be deemed sustainable.

INTENDED USERS

The evaluation will provide OCFT, the grantee, other project stakeholders, and stakeholders working to combat child labor more broadly, an assessment of the project's performance, its effects on project participants, and an understanding of the factors driving the project results. The evaluation results, conclusions and recommendations will serve to inform any project adjustments that may need to be made, and to inform stakeholders in the design of future child labor elimination projects. The evaluation report will be published on the USDOL website, so the report should be written as a standalone document, providing the necessary background information for readers who are unfamiliar with the details of the project.

EVALUATION QUESTIONS

Below are specific focus areas that need to be addressed during the evaluation process. These should be discussed with the evaluator and incorporated into questions as needed.

All questions should be organized under the following OECD Evaluation categories:

- Design relevancy and validity,
- Coherence,
- Efficiency,
- Effectiveness,
- Sustainability

FINAL EVALUATION QUESTIONS:

Relevance and Coherence

1. To what extent was the project's theory of change valid and coherent, given the overall implementing environment?
2. Were the project strategies to develop an effective social compliance system (SCS) relevant to the specific needs of project participants, communities, and other stakeholders in the coffee supply chain (CSC)?

Effectiveness and Efficiency

3. To what extent has the project achieved its expected outcomes? What were the key internal or external factors that limited or facilitated the achievement of project outcomes?
4. How effectively has the project engaged with various stakeholders (IHCAFE, producers, distributors, etc.) to implement activities and achieve its outcomes?
5. How effectively has the project implemented its monitoring and evaluation systems (CMEP, pre-situational analysis, etc.)? To what extent are these systems being used to identify trends and patterns, adapt strategies, and make informed decisions?
6. How effective were the project organizational structure and governance in supporting delivery of results?

7. How has the COVID-19 [coronavirus disease 2019] pandemic influenced project results and effectiveness, and how has the project adapted to this changing context?

Sustainability

8. To what extent are the project's plans for sustainability adapted to the local level, national level, and capacity of implementing partners?
9. Which project outcomes and key outputs are likely to be sustainable after the project ends? What factors affected their likelihood of sustainability?

EVALUATION METHODOLOGY AND TIMEFRAME

The evaluation methodology will consist of the following activities and approaches:

A-APPROACH

The evaluation approach will be qualitative and participatory in nature, and use project documents including CMEP data to provide quantitative information. Qualitative information will be obtained through remote interviews and focus groups as appropriate. Opinions coming from stakeholders and project participants will improve and clarify the use of quantitative analysis. The participatory nature of the evaluation will contribute to the sense of ownership among stakeholders and project participants.

ALL EVALUATIONS SHOULD:

- Identify which interventions are most effective at producing the desired outcomes.
- Identify which outcomes and, where applicable, which outputs have the greatest likelihood of being sustained after donor funding ends.
- Objectively rate the level of achievement of each of the project's major outcomes on a four-point scale (low, moderate, above-moderate, and high).
- As relevant during final evaluations, should assess whether the results from the RDQA were used by the project to formulate and implement measures to strengthen their data management and reporting system and improve data quality.
- Include evaluator activity to review CMEP data with grantee.

To the extent that it is available, quantitative data will be drawn from the CMEP and project reports and incorporated in the analysis. In particular, project monitoring data shall be triangulated with relevant quantitative or qualitative data collected during fieldwork, in order to objectively rate the level of achievement of each of the project's major outcomes on a four-point scale (low, moderate, above-moderate, and high).

The evaluation approach will be independent in terms of the membership of the evaluation team. Project staff and implementing partners will generally only be present in meetings with stakeholders, communities, and beneficiaries to provide introductions. The following additional principles will be applied during the evaluation process:

1. Methods of data collection and stakeholder perspectives will be triangulated for as

many as possible of the evaluation questions.

2. Gender and cultural sensitivity will be integrated in the evaluation approach.
3. Consultations will incorporate a degree of flexibility to maintain a sense of ownership of the stakeholders and beneficiaries, allowing additional questions to be posed that are not included in the TOR, whilst ensuring that key information requirements are met.
4. As far as possible, a consistent approach will be followed in each project site, with adjustments made for the different actors involved, activities conducted, and the progress of implementation in each locality.

B. EVALUATION TEAM

The evaluation team will consist of the lead evaluator, Mr. José María Álvarez, who will work in a remote way.

The lead evaluator will be responsible for developing the methodology in consultation with SFS, USDOL, and the project staff; directly conducting interviews and facilitating other data collection processes; analysis of the evaluation material gathered; presenting feedback on the initial results of the evaluation to the national stakeholder meeting; debriefing OCFT staff on the evaluation results; and preparing the evaluation report.

C. DATA COLLECTION METHODOLOGY

1 DOCUMENT REVIEW

- Pre-field preparation includes extensive review of relevant documents
- During remote fieldwork, documentation will be verified and additional documents may be collected
- The evaluator shall also review the Routine Data Quality Assessment (RDQA) form completed by the grantee. The evaluator shall assess whether results from the RDQA were used by the project to formulate and implement measures to strengthen their data management and reporting system and improve data quality. The evaluator's analysis should be included in the evaluation report.
- The evaluator shall also review key CMEP outcome and OCFT Standard Output indicators with the grantee. This will include reviewing the indicator definitions in the CMEP's Performance Monitoring Plan (PMP) and the reported values in the Technical Progress Report (TPR) Annex A to ensure the reporting is accurate and complete.
- Documents may include:
 - CMEP documents and data reported in Annex A of the TPR,
 - Routine Data Quality Assessment (RDQA) form as appropriate
 - Baseline and endline survey reports or pre-situational analyses,
 - Project document and revisions,
 - Project budget and revisions,
 - Financial Reports (FFRs)

- Cooperative Agreement and project modifications,
- Technical Progress and Status Reports,
- Project Results Frameworks and Monitoring Plans,
- Original work plan and most current revised work plan,
- Correspondence related to Technical Progress Reports,
- Management Procedures and Guidelines,
- Research or other reports undertaken,
- Documents related to the economic, political, and public health context at national and regional levels, and,
- Project files (including school records) as appropriate.

2. QUESTION MATRIX

Before beginning fieldwork, the evaluator will create a question matrix, which outlines the source of data from where the evaluator plans to collect information for each TOR question. This will help the evaluator make decisions as to how they are going to allocate their time. It will also help the evaluator to ensure that they are exploring all possible avenues for data triangulation and to clearly note where their evaluation results are coming from. The Contractor will share the question matrix with USDOL.

3. INTERVIEWS WITH STAKEHOLDERS

Informational interviews will be held with as many project stakeholders as possible. **As applicable**, the evaluator will solicit the opinions of, but not limited to: community members in areas where awareness-raising activities occurred, government representatives, employers and private-sector actors, legal authorities, union and NGO officials, the action program implementers, and program staff regarding the project's accomplishments, program design, sustainability, and the working relationship between project staff and their partners, where appropriate.

Depending on the circumstances, these meetings will be one-on-one or group interviews. Technically, stakeholders are all those who have an interest in a project, such as implementers, partners, direct and indirect participants, community leaders, donors, and government officials. Thus, it is anticipated that meetings will be held, as applicable, with:

- OCFT staff responsible for this evaluation and project prior to the commencement of the field work
- Implementers at all levels, including ILO project staff and representatives of IHCAFE, and project area coordinators for Comayagua, El Paraíso, and Santa Barbara
- Representatives of COHEP
- Representatives of coffee cooperatives participating in the project (CONMOVEL, CAFEPSA, COHORSIL)
- Producers and members of coffee cooperatives participating in the project in each of the three locations
- Community leaders
- Government Ministry Officials and Local Government Officials who have been involved in or are knowledgeable about the project
- Coffee exporters
- International buyers
- U.S. Embassy Labor Attaché

4. FIELD VISITS

Due to the current situation of COVID-19 in Honduras, there will be no in-country field visits for this evaluation. The final selection of field sites from which evaluation will be collected remotely will be made by the evaluator. Every effort should be made to include some sites where the project experienced successes and others that encountered challenges. Focus groups with project participants will be held, and interviews will be conducted with representatives from local governments, and community leaders. As needed, the project will provide a private location and internet/phone connection for any respondents that may not have access to a space with sufficient privacy, or lack access to a reliable remote connection.

5. OUTCOME ACHIEVEMENT AND SUSTAINABILITY RATINGS

The evaluator should objectively rate the level of achievement and potential for sustainability of each of the project's outcomes on a four-point scale (low, moderate, above-moderate, and high).

ACHIEVEMENT

“**Achievement**” measures the extent to which a development intervention or project attains its objectives/outcomes, as described in its performance monitoring plan (PMP).

For assessing the achievement of program or project outcomes, the evaluator should consider the extent to which the objectives/outcomes were achieved and identify the major factors influencing the achievement or non-achievement of the objectives/outcomes. ***For final evaluations***, the evaluation team should consider to what extent the project is likely to meet or exceed its targets by project end.

Project achievement ratings should be determined through triangulation of qualitative and quantitative data. The evaluator should collect qualitative data from key informant interviews and focus group discussions through a structured data collection process, such as a survey or rapid scorecard. Interviews and focus groups can also provide context for the results reflected in the Data Reporting Form submitted with the Technical Progress Report (TPR). The evaluator should also analyze quantitative data collected by the project on key performance indicators defined in the Performance Monitoring Plan (PMP) and reported on in the TPR Data Reporting Form. The evaluator should consider the reliability and validity of the performance indicators and the completeness and accuracy of the data collected. The assessment of quantitative data should consider the extent to which the project achieved its targets and whether these targets were sufficiently ambitious and achievable within the period evaluated. The evaluator should assess each of the project's objective(s) and outcome(s) according to the following scale:

- **High:** met or exceeded most targets for the period evaluated, with mostly positive feedback from key stakeholders and participants.
- **Above-moderate:** met or exceeded most targets for the period evaluated, **but** with mostly neutral or negative feedback from key stakeholders and participants.
- **Moderate:** missed most targets for the period evaluated, **but** with mostly positive feedback from key stakeholders and participants.
- **Low:** missed most targets for the period evaluated, with mostly neutral or negative feedback from key stakeholders and participants.

SUSTAINABILITY

“**Sustainability**” is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. When evaluating the sustainability of a project, it is useful to consider the likelihood that the benefits or effects of a particular output

or outcome will continue after donor funding ends. It also important to consider the extent to which the project takes into account the actors, factors, and institutions that are likely to have the strongest influence over, capacity, and willingness to sustain the desired outcomes and impacts. Indicators of sustainability could include agreements/linkages with local partners, stakeholder engagement in project sustainability planning, and successful handover of project activities or key outputs to local partners before project end, among others.

The project's Sustainability Plan (including the associated indicators) and TPRs (including the attachments) are key (but not the only) sources for determining its rating. The evaluator should assess each of the project's objective(s) and outcome(s) according to the following scale:

- **High:** strong likelihood that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources ²⁴ are in place to ensure sustainability;
- **Above-moderate:** above average likelihood that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources are identified but not yet committed;
- **Moderate:** some likelihood that the benefits of project activities will continue after donor funding is withdrawn and some of the necessary resources are identified;
- **Low:** weak likelihood that that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources are not identified.

In determining the rating above, the evaluator should also consider the extent to which sustainability risks were adequately identified and mitigated through the project's risk management and stakeholder engagement activities. *For final evaluations*, the evaluator should assess the risk environment and its expected effects on the project outcomes after the project exits and the capacity/motivation/resources/linkages of the local actors/stakeholders to sustain the outcomes produced by the project.

D. ETHICAL CONSIDERATIONS AND CONFIDENTIALITY

The evaluation mission will observe utmost confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure a maximum freedom of expression of the implementing partners, stakeholders, communities, and project participants, implementing partner staff will generally not be present during interviews. However, implementing partner staff may make remote introductions whenever necessary, to facilitate the evaluation process, make respondents feel comfortable, and to allow the evaluator to observe the interaction between the implementing partner staff and the interviewees.

E. STAKEHOLDER MEETING

Following the field visits, a stakeholder meeting will be organized by the project and led by the evaluator to bring together a wide range of stakeholders, including the implementing partners

²⁴ Resources can include financial resources (i.e. non-donor replacement resources), as well as organization capacity, institutional linkages, motivation and ownership, and political will, among others.

and other interested parties to discuss the evaluation results. The list of participants to be invited will be drafted prior to the evaluator's visit and confirmed in consultation with project staff during fieldwork. ILAB staff may participate in the stakeholder meeting virtually if available. ILAB and project staff may coordinate with relevant US Embassy representatives for their participation, as well.

The meeting will present the major *preliminary* results and emerging issues, solicit actionable recommendations, discuss project sustainability and obtain clarification or additional information from stakeholders, including those not interviewed earlier. The agenda of the meeting will be determined by the evaluator in consultation with project staff. Some specific questions for stakeholders may be prepared to guide the discussion and possibly a brief written feedback form.

The agenda is expected to include some of the following items:

- Presentation by the evaluator of the preliminary main results
- Feedback and questions from stakeholders on the results
- Opportunity for implementing partners not met to present their views on progress and challenges in their locality
- If appropriate, Possible Strengths, Weaknesses, Opportunities and Threats (SWOT) exercise on the project's performance
- Discussion of recommendations to improve the implementation and ensure sustainability. Consideration will be given to the value of distributing a feedback form for participants to nominate their "action priorities" for the remainder of the project.

A debrief call will be held with the evaluator and USDOL after the stakeholder workshop to provide USDOL with preliminary results and solicit feedback as needed.

F. LIMITATIONS

Fieldwork for the evaluation will last two weeks, on average, and the evaluator will not have enough time to collect information on all project sites. As a result, the evaluator will not be able to take all sites into consideration when formulating their results. All efforts will be made to ensure that the evaluator includes a representative sample of sites in the evaluation data collection, including some that have performed well and some that have experienced challenges.

This is not a formal impact assessment. Results for the evaluation will be based on information collected from background documents and in interviews with stakeholders, project staff, and project participants. The accuracy of the evaluation results will be determined by the integrity of information provided to the evaluator from these sources.

Furthermore, the ability of the evaluator to determine efficiency will be limited by the amount of financial data available. A cost-efficiency analysis is not included because it would require impact data which is not available.

G. ROLES AND RESPONSIBILITIES

The Contractor is responsible for accomplishing the following items:

- Providing all evaluation management and logistical support for evaluation deliverables within the timelines specified in the contract and TOR;
- Providing all logistical support for travel associated with the evaluation (not applicable to this evaluation);
- Providing quality control over all deliverables submitted to ILAB;
- Ensuring the Evaluator conducts the evaluation according to the TOR;

The Evaluator will conduct the evaluation according to the TOR. The Evaluator is responsible for accomplishing the following items:

- Receiving and responding to or incorporating input from the grantees and ILAB on the initial TOR draft;
- Finalizing and submitting the TOR and sharing concurrently with the grantees and ILAB;
- Reviewing project background documents;
- Reviewing the evaluation questions and refining them as necessary;
- Developing and implementing an evaluation methodology, including document review, KIIs and FGDs, and secondary data analysis, to answer the evaluation questions;
- Conducting planning meetings or calls, including developing a field itinerary, as necessary, with ILAB and grantees;
- Deciding the composition of field visit KII and FGD participants to ensure the objectivity of the evaluation;
- Developing an evaluation question matrix for ILAB;
- Presenting preliminary results verbally to project field staff and other stakeholders as determined in consultation with ILAB and grantees;
- Preparing an initial draft of the evaluation report for ILAB and grantee review;
- Incorporating comments from ILAB and the grantee/other stakeholders into the final report, as appropriate.
- Developing a comment matrix addressing the disposition of all of the comments provided;
- Preparing and submitting the final report;

ILAB is responsible for the following items:

- Launching the contract;
- Reviewing the TOR, providing input to the evaluation team as necessary, and agreeing on final draft;
- Providing project background documents to the evaluation team, in collaboration with the grantees;
- Obtaining country clearance from U.S. Embassy in fieldwork country (not applicable);
- Briefing grantees on the upcoming field visit and working with them to coordinate and prepare for the visit;
- Reviewing and providing comments on the draft evaluation report;
- Approving the final draft of the evaluation report;
- Participating in the pre- and post-trip debriefing and interviews;
- Including the ILAB evaluation contracting officer's representative on all communication with the evaluation team;

The grantee is responsible for the following items:

- Reviewing the TOR, providing input to the evaluation team as necessary, and agreeing on the final draft;
- Providing project background materials to the evaluation team, in collaboration with ILAB;
- Preparing a list of recommended interviewees with feedback on the draft TOR;
- Participating in planning meetings or calls, including developing a field itinerary, as necessary, with ILAB and evaluator;
- Scheduling meetings during the field visit and coordinating all logistical arrangements;
- Helping the evaluation team to identify and arrange for interpreters as needed to facilitate worker interviews (not applicable);
- Reviewing and providing comments on the draft evaluation reports;
- Organizing, financing, and participating in the stakeholder debriefing meeting;
- Providing in-country ground transportation to meetings and interviews (not applicable);
- Including the ILAB program office on all written communication with the evaluation team.

H. TIMETABLE

The tentative timetable is as follows. Actual dates may be adjusted as needs arise.

Task	Responsible Party	Date
Evaluation launch call	DOL/OCFT	Oct 20, 2021
TOR Template submitted to Contractor	DOL/OCFT	Oct 28
Background project documents sent to Contractor	DOL/OCFT	Nov 2
Draft TOR sent to DOL/OCFT and Grantee	Contractor	Nov 15
Contractor and Grantee work to develop draft itinerary and stakeholder list	Contractor and Grantee	Nov 17
Logistics call - Discuss logistics and field itinerary (Contractor sends minutes from logistics call)	Contractor and Grantee (DOL/OCFT as needed)	Nov 18 & 26
DOL/OCFT and Grantee provide comments on draft TOR	DOL/OCFT and Grantee	Nov 22
Final TOR submitted to DOL/OCFT for approval	Contractor	Nov 24
Finalize field itinerary and stakeholder list for workshop	DOL/OCFT, Contractor, and Grantee	Nov 26
Question matrix submitted to DOL/OCFT for review	Contractor	Nov 29
Final approval of TOR by DOL/OCFT	DOL/OCFT	Nov 29
Submit finalized TOR to Grantee	Contractor	Nov 29
Interview call with DOL/OCFT	Contractor	Dec 1
Interview call with Grantee HQ staff	Contractor	Dec 2
Fieldwork	Contractor	Dec 6 – 17
Stakeholder Workshop	Contractor	Dec 20
Post-fieldwork debrief call	Contractor	Dec 22
Report (2-week review draft) submitted to DOL/OCFT and Grantee	Contractor	Jan 14, 2022
DOL/OCFT and Grantee/key stakeholder comments due to contractor after full 2-week review	DOL/OCFT and Grantee	Jan 28
Revised report in redline submitted to DOL/OCFT and Grantee demonstrating how all comments were addressed either via a comment matrix or other format	Contractor	Feb 4
DOL/OCFT and Grantee provides concurrence that comments were addressed	DOL/OCFT and Grantee	Feb 11
Final copy edited and 508 compliant report submitted to DOL/OCFT and Grantee	Contractor	Mar 4
Final approval of report by DOL/OCFT	DOL/OCFT	Mar 11

Task	Responsible Party	Date
Draft infographic/brief document submitted to DOL/OCFT	Contractor	Mar 11
Final edited approved report shared with grantee	Contractor	Mar 12
DOL/OCFT comments on draft infographic/brief	DOL/OCFT	Mar 18
Final infographic/brief submitted to DOL/OCFT (508 compliant)	Contractor	Mar 25
Final approval of infographic/brief by DOL/OCFT (508 compliant)	DOL/OCFT	Apr 1
Final infographic/brief shared with grantee (508 compliant)	Contractor	Apr 2

EXPECTED OUTPUTS/DELIVERABLES

Ten working days following the evaluator's return from fieldwork, a first draft evaluation report will be submitted to the Contractor. The report should have the following structure and content:

1. Table of Contents
2. List of Acronyms
3. Executive Summary (no more than **five pages** providing an overview of the evaluation, summary of main results/lessons learned/emerging good practices, and key recommendations)
4. Evaluation Objectives
5. Project Description
6. Listing of Evaluation Questions
7. Results
 - a. The results section includes the facts, analysis, and supporting evidence. The results section of the evaluation report should address the evaluation questions. It does not have to be in a question-response format, but should be responsive to each evaluation question.
8. Conclusions and Recommendations
 - a. Conclusions – interpretation of the facts, including criteria for judgments
 - b. Lessons Learned and Emerging Good Practices²⁵
 - c. Key Recommendations - critical for successfully meeting project objectives and/or judgments on what changes need to be made for sustainability or future programming
9. Annexes –
 - a. List of documents reviewed;
 - b. Interviews (including list of stakeholder groups; without PII in web version)/meetings/site visits;
 - c. Stakeholder workshop agenda and participants;
 - d. TOR, Evaluation Methodology and Limitations;
 - e. Summary of Recommendations (citing page numbers for evidence in the body of the report, listing out the supporting evidence for each recommendation, and identifying party that the recommendation is directed toward.)

²⁵ An emerging *good practice* is a process, practice, or system highlighted in the evaluation reports as having improved the performance and efficiency of the program in specific areas. They are activities or systems that are recommended to others for use in similar situations. A *lesson learned* documents the experience gained during a program. They may identify a process, practice, or systems to avoid in specific situations

The key recommendations must be **action-oriented and implementable**. The recommendations should be clearly linked to results and directed to a specific party to be implemented. It is preferable for the report to contain no more than 10 recommendations, but other suggestions may be incorporated in the report in other ways.

The total length of the report should be approximately 30 pages for the main report, excluding the executive summary and annexes.

The first draft of the report will be circulated to OCFT and the grantee individually for their review. The evaluator will incorporate comments from OCFT and the grantee/other key stakeholders into the final reports as appropriate, and the evaluator will provide a response, in the form of a comment matrix, as to why any comments might not have been incorporated.

While the substantive content of the results, conclusions, and recommendations of the report shall be determined by the evaluator, the report is subject to final approval by ILAB/OCFT in terms of whether or not the report meets the conditions of the TOR.

ANNEX E. EVALUATION METHODOLOGY AND LIMITATIONS

EVALUATION METHODOLOGY

The evaluation methodology consisted of the following activities and approaches:

A. APPROACH

The evaluation team from SFS used a mixed-methods approach to answer the evaluation questions. Mixed-methods evaluations integrate quantitative and qualitative approaches to data collection, analysis, and interpretation.

B. EVALUATION QUESTIONS

Following discussions with ILAB, and ILO, the evaluation team developed key questions for this evaluation in accordance with the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) criteria: relevance, coherence, effectiveness, efficiency, and sustainability. This evaluation assesses the project's performance and achievements in meeting its objectives, the relevance of project services to target groups' and stakeholders' needs, project efficiency and effectiveness, and the potential for sustainability. It captures good practices, lessons learned, and emerging trends. The evaluation team also assessed the effect of COVID-19 on the expected outcomes.

The final list of the evaluation questions shows as follows.

Relevance and Coherence

1. To what extent was the project's theory of change valid and coherent, given the overall implementing environment?
2. Were the project strategies to develop an effective social compliance system (SCS) relevant to the specific needs of project participants, communities, and other stakeholders in the coffee supply chain (CSC)?

Effectiveness and Efficiency

3. To what extent has the project achieved its expected outcomes? What were the key internal or external factors that limited or facilitated the achievement of project outcomes?
4. How effectively has the project engaged with various stakeholders (IHCAFE, producers, distributors, etc.) to implement activities and achieve its outcomes?
5. How effectively has the project implemented its monitoring and evaluation systems (CMEP, pre-situational analysis, etc.)? To what extent are these systems being used to identify trends and patterns, adapt strategies, and make informed decisions?
6. How effective were the project organizational structure and governance in supporting delivery of results?
7. How has the COVID-19 [coronavirus disease 2019] pandemic influenced project results and effectiveness, and how has the project adapted to this changing context?

Sustainability

8. To what extent are the project's plans for sustainability adapted to the local level, national level, and capacity of implementing partners?
9. Which project outcomes and key outputs are likely to be sustainable after the project ends? What factors affected their likelihood of sustainability?

C. DATA COLLECTION METHODOLOGY

To address the performance evaluation objectives in the terms of reference, the SFS team conducted the following data collection activities.

1. DOCUMENT REVIEW

- Pre-field work preparation included extensive review of relevant documents
- During remote fieldwork, additional documents have been collected (see list of documents consulted as per Annex A)
- Review the Routine Data Quality Assessment (RDQA) form completed by the grantee.
- Review of key CMEP outcome and OCFT Standard Output indicators with the grantee. This included reviewing the indicator definitions in the CMEP's Performance Monitoring Plan (PMP) and the reported values in the Technical Progress Report (TPR) Annex A to ensure the reporting is accurate and complete.

2. QUESTION MATRIX

The Question Matrix has been the main instrument used to establish the framework of the information needs. To develop this, a double-entry table has been created where every one of the questions is connected to the sources that are expected to serve the purpose of answering the question.

In this way, an effort has been made to capture and systematize all of the information that the evaluation team deems relevant within a single document. This matrix established a shared pathway analysis to facilitate the subsequent analysis and consolidation exercise. It helped the evaluator to ensure that they are exploring all possible avenues for data triangulation and to clearly note where their evaluation results are coming from. The Contractor shared the question matrix with USDOL.

3. INTERVIEWS WITH STAKEHOLDERS

Interviews with different stakeholders (see list as per Annex B) have been conducted based on an interview guide that contained a pre-determined set of open questions that prompt discussion; and a script that includes objectives, themes and questions. However, the evaluator allowed pertinent trajectories in the conversations to emerge and wandered away from the guide when this was considered relevant. Interview and focus groups protocols were shared with USDOL prior to the beginning of the field work.

4. FIELD VISITS

Due to the current situation of COVID-19 in Honduras, no in-country field visits took place and the evaluation collected the data and information remotely. The final list of stakeholders

included representatives from the three regions covered. No major issues or communication problems have occurred.

KIs and FGDs were conducted using a variety of remote platforms according to the preference of respondents—Zoom, Skype, Microsoft teams and WhatsApp. The team conducted 29 Key Informant Interviews (KIs) and 6 Focus Group Discussions (FGDs), as outlined in the next table.

Participants in Key Informant Interviews and Focus Group Discussions

Stakeholder	KI (participants)	FG (participants)
ILO	6	
IHCAFE	8	36 (six FG)
COHEP	3	
Public Institutions	1*	
Services providers	5	
Cooperatives	3	
US Government /USDOL	3	
Total	29	36

*The interview with stakeholders (2) from the Ministry of Labor (STSS) has been scheduled to take place on the week starting February 17th of February.

5. STAKEHOLDER MEETING

In the online partner workshops, held on December 20, 2021, the evaluator presented the preliminary findings and received questions and comments from the project staff and external project stakeholders, including implementing partners, private sector stakeholders, and USDOL representatives. In addition to the partner workshops, the evaluation team also held a debrief with ILAB on December 22, 2021, to review the preliminary findings and recommendations across all three projects and solicit initial feedback and questions.

D. DATA ANALYSIS

Quantitative data collected in accordance with the project's performance monitoring plan provided the basis for assessing progress toward achievement of each project's outputs, outcomes, and goals. Qualitative data, collected through document review, stakeholder KIs, and FGDs were categorized, synthesized, and summarized for analysis driven by the evaluation questions. The evaluation team drew out findings based on their prevalence within and across different stakeholder groups. The team used qualitative data to complement and provide context to quantitative findings. In order to avoid biased interpretations, the evaluation team has pursued in every case the highest possible level of consensus.

As part of the assessment, the evaluation team provided a rating for the level of achievement and potential for sustainability of each of the project's outcomes on a four-point scale (low, moderate, above-moderate, and high).

Achievement

- **High:** met or exceeded most targets for the period evaluated, with mostly positive feedback from key stakeholders and participants.
- **Above-moderate:** met or exceeded most targets for the period evaluated, **but** with mostly neutral or negative feedback from key stakeholders and participants.
- **Moderate:** missed most targets for the period evaluated, **but** with mostly positive feedback from key stakeholders and participants.
- **Low:** missed most targets for the period evaluated, with mostly neutral or negative feedback from key stakeholders and participants.

Sustainability

- **High:** strong likelihood that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources ²⁶ are in place to ensure sustainability;
- **Above-moderate:** above average likelihood that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources are identified but not yet committed;
- **Moderate:** some likelihood that the benefits of project activities will continue after donor funding is withdrawn and some of the necessary resources are identified;
- **Low:** weak likelihood that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources are not identified.

LIMITATIONS

The findings in this evaluation are based on information collected from project reports and background documents, interviews with project staff, key stakeholders, and project participants. Due to the COVID-19 pandemic, there were no site visits; the evaluation team conducted all interviews remotely via telephone or video conferencing platforms. Project staff selected respondents based in part on the selected individuals' ability to connect with the evaluators online or by telephone. The evaluation team made every effort to include a diverse sample of project stakeholders, but it was not possible to conduct focus groups due to COVID-19 gathering restrictions.

This evaluation relied on secondary performance information in annual reports and in available monitoring databases. The evaluation team did not have time or resources to confirm the validity and reliability of performance data. The team correlated stakeholder responses with quantitative data to the extent possible to strengthen the accuracy and reliability of the evaluation.

ANNEX F. SWOT ANALYSIS OF THE SCS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. High institutional will, ownership and commitment of the partners (IHCAFE and COHEP) 2. High institutional capacities 3. Strong presence in the territory (capillarity) 4. Robust model integrating 11 norms 	<ol style="list-style-type: none"> 1. Visualization of the incentive by the actors. Deferred benefits affect stakeholder adherence 2. External certification pending 3. Role of public institution in endorsing the system can be increase
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Presence of actors with a culture of compliance. Baseline is not "zero" 2. Possibility of linking with broader strategies and broadening alliances 3. Trends of the international market 4. Emergence of compliance systems 5. Ongoing initiatives, e.g., "US government call to action" 	<ol style="list-style-type: none"> 1. Weak capacity of public bodies to enforce and enable the regulatory framework (e.g., adolescent work) 2. The costs of the process 3. Uncertain interest and willingness of international clients to engage and reward the effort 4. Certifying fatigue. Many processes of certification going on simultaneously, and sometimes overlapping their thematic coverage can create confusion and fatigue among the producers 5. Cultural resistance of small producers