



Fundamental Principles and Rights at Work Branch
(FUNDAMENTALS)

Final Internal Evaluation of the JTI/ILO PPP “ARISE II Eliminating child labour in tobacco growing communities in Brazil and Malawi - Global component 2015-2018”

[Final Evaluation Report](#)

1. A Programme to reduce WFCL in tobacco-growing communities: Global training Component
2. Expanded support to the Agricultural Labour Practices Programme (ALP) on FPRW and OSH
3. JTI/ALP Impact Assessment Framework

[ILO Project Codes](#) INT/11/08/JTI (umbrella)
 GLO/14/33/JTI (105005)
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Table of Contents

1	Project description and context	5
1.1	Introduction	5
1.2	Project description	5
1.3	JTI BACKGROUND	9
2	Methodology of the evaluation	9
3	Findings	10
3.1	Design	10
3.2	Implementation and Achievement	13
3.2.1	Enhanced knowledge base regarding FPRW and OSH in the tobacco growing (Outcome 1 of GLO/14/33/JTI and GLO/15/08/JTI).....	13
3.2.2	Strengthened capacity of JTI staff to tackle child labour forced labour and discrimination, and to promote respect of freedom of association and collective bargaining rights in the tobacco supply chain (Outcome 2 of GLO/14/33/JTI and GLO/15/08/JTI).....	14
3.2.3	Model impact assessment framework for application and roll out in communities and countries (Outcome 1 of GLO/15/09/JTI)	17
3.3	Efficiency	18
3.4	Relevance	19
3.4.1	Incorporation in JTI sustainability programmes of an enhanced knowledge base regarding FPRW and OSH in the tobacco growing (Outcome 1 of GLO/33/JTI and GLO/15/08/JTI).....	19
3.4.2	Strengthened capacity of JTI staff to tackle child labour forced labour and discrimination, and to promote respect of freedom of association and collective bargaining rights in the tobacco supply chain (Outcome 2 of GLO/33/JTI and GLO/15/08/JTI)	20
3.4.3	Model impact assessment framework for application and roll out in communities and countries (Outcome 1 of GLO/15/09/JTI)	21
3.5	Sustainability	22
3.5.1	Sustainability of knowledge generation (risks assessment and studies)	22
3.5.2	Sustainability of capacity building.....	22
3.5.3	Sustainability of the IAF.....	23
4	Conclusions	24
5	Recommendations	27
6	Lessons learned	29
	Annex 1. Documents reviewed	32
	Annex 2. Interviews.....	33

List of acronyms

ALP	Agricultural Labour Practices
ARISE	Achieving Reduction of Child Labour in supporting Education
FPRW	Fundamental Principles and Rights at Work
FUNDAMENTALS	Fundamental Principles and Rights at Work Branch
GC	Global component
GOVERNANCE	Governance and Tripartism Department
HQ	Headquarters
HR	Human resources
IAF	Impact Assessment Framework
ILO	International Labour Organization
JTI	Japan Tobacco International
OSH	Occupational Safety and Health
PPP	Public-Private Partnership
ToC	Theory of change
ToT	Trainer of trainers
UNEG	United Nations Evaluation Group
VC	Video conference
WFCL	Worst forms of child labour
GSP	Grower Support Program
KYG	Know your Grower Program

1 Project description and context

1.1 INTRODUCTION

This document presents the results of the final evaluation of the global component of the project “ARISE II Eliminating child labour in tobacco growing communities in Brazil and Malawi - Global component” 2015-2018 (INT/11/08/JTI), which comprises three projects: a) Programme to reduce WFCL in tobacco-growing communities: Global training Component (GLO/14/33/JTI), b) Expanded support to the Agricultural Labour Practices Programme (ALP) on FPRW and OSH (GLO/15/08/JTI), and c) JTI/ALP Impact Assessment Framework (GLO/15/09/JTI).

This evaluation was commissioned by the ILO Fundamental Principles and Rights at Work Branch (FUNDAMENTALS) and was conducted as an internal evaluation led by Kassiyet Tulegenova as ILO evaluation manager with the support of an external evaluation consultant.

1.2 PROJECT DESCRIPTION

Since 2011 the ILO Fundamental Principles and Rights at Work Branch (FUNDAMENTALS) has worked with Japan Tobacco International (JTI) to provide targeted capacity building and assistance to tobacco growing communities, aligned with and supportive of government efforts in the countries where JTI operates, as part of the JTI strategy to eliminate child labour in its global supply chain.

The main vehicle for this collaboration is the “Achieving Reduction of Child Labour in supporting Education (ARISE)” programme, which tackles child labour in a number of tobacco producing countries (i.e. Brazil, Malawi, Zambia and Tanzania), and in strengthening the capacity of JTI’s management systems to identify, prevent, mitigate and remediate child labour.

The first phase of ARISE ran from 2011 to 2014 and comprised a multi-pronged approach that included improving education and economic empowerment in tobacco-growing communities and promoting better regulatory framework for the reduction of child labour in Malawi, Brazil and Zambia, as well as a global training component aiming at strengthening the capacity of JTI staff to progressively prevent and eliminate child labour from the tobacco supply chain.

Building on the results of the first phase, ARISE II continued the joint work between the ILO and JTI expanding the approach to include forced labour, freedom of association and non-discrimination, thus encompassing the four Fundamental Principles and Rights at Work (FPRW).

The ARISE II project included specific country components for Brazil, Malawi, Tanzania and Zambia as well as a global component with the following objectives:

- Enhance and mainstreaming the knowledge base on the FPRW in tobacco growing.
- Strengthen the capacity of the JTI staff to tackle child labour and forced labour and discrimination and to respect freedom of association and collective bargaining rights in the tobacco supply chain.
- To provide evidence of results/positive change (specific outcomes and impacts) and learning in JTI’s programmes, such as Agricultural Labour Practices (ALP), Know Your Grower (KYG) and Grower Support Program (GSP) to understand ‘how’ and ‘why’ these changes have occurred and how to move forward towards fulfilment of the FPRW.

The Global Component of ARISE II was implemented through three combined projects:

1. The project “**Global Training Programme**” (GLO/14/33/JTI), including a component on risk assessments in key tobacco sourcing countries to assess the hazards and risks associated with tobacco growing, taking into consideration the diversity of growing methods across key sourcing countries. The risk assessments were intended to identify and implement recommendations in order to improve Occupational Safety and Health (OSH) on tobacco farms, including through its ALP and KYG programmes, as well as relevant company policies and practices. The second component of the program was a training strategy for JTI staff through a training of trainers approach. The Global Training Programme outcomes and outputs are presented in table 1.

Table 1. Global Training Programme (GLO/14/33/JTI). Outcomes and outputs

Outcomes:	Outputs:
1. JTI sustainability programmes reflect enhanced knowledge base regarding occupational safety and health in tobacco growing	1.1 External risk assessments conducted in tobacco production in key sourcing regions. 1.2 Support for integrating the findings of external risk assessments into Agricultural Labour Practices (ALP), Know Your Grower (KYG) and other relevant policies and programmes
2. Strengthened capacity of JTI staff to tackle child labour in the tobacco supply chain	2.1 Training of trainers (ToT) delivered to designated JTI trainers 2.2 Support JTI trainers to train leaf technicians on child labour elements of ALP/KYG

2. The project “**Expanded support to the Agricultural Labour Practices Programme (ALP) programme: Strengthening measures to prohibit forced labour and discrimination, and promote occupation safety and health (OSH), freedom of association and collective bargaining 2001-2018**” (GLO/15/08/JTI), which pooled the training component of the Global Training Programme on child labour to expand the capacity of the JTI staff to prevent and address forced labour and discrimination as well as to promote respect of freedom of association and collective bargaining, with the ultimate goal of enhancing the protection of workers from unacceptable forms of work. The project outcomes and outputs are summarized in the table below.

Table 2. Expanded support to the Agricultural Labour Practices Programme (ALP) on FPRW and OSH. Outcomes and outputs

Outcomes: 1. JTI ALP Programme reflects an enhanced knowledge base regarding Fundamental Principles and Rights at Work in tobacco growing 2. Strengthened capacity of JTI staff to tackle forced labour and discrimination and to promote respect to freedom of association and collective bargaining rights in the tobacco supply chain	Outputs: 1.1 Legal and qualitative research on FPRW in target countries including Turkey and Zambia. 1.2 Support for integrating the findings of legal and qualitative research into Agricultural Labour Practices (ALP) and other relevant policies and programmes 2.1 Training of trainers (ToT) materials on FPRW and OSH (linked with Activity 2.1 of ARISE II, a global component on child labour): 2.2 Training delivered to designated JTI trainers on FPRW and OSH. 2.3 Support to JTI trainers to train leaf technicians on FPRW and OSH elements in ALP.
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Both projects GLO/14/33/JTI and GLO/15/08/JTI are complementary, addressing the same outcomes with mutually reinforcing perspectives. The project GLO/14/33/JTI has a stronger focus on child labour whereas GLO/15/08/JTI expands the scope to all the FPRW. In terms of the outputs and activities, they apply the same strategy and were implemented as a single action, being the distinction between the two projects more an administrative matter rather than a practical aspect. Furthermore, its conception and design were done as part of single comprehensive strategy building on the global component of ARISE I. Therefore, for the evaluation they were assessed as a single intervention, analyzing when relevant issues specific to individual projects.

3. The project “**JTI/ALP Impact Assessment Framework – First phase 2015-16**” (GLO/15/09/JTI), aimed at improving JTI’s capacity to provide evidence and learning of results/positive change (specific outcomes and impacts) of the ALP, GSP and ARISE programs. The Impact Assessment Framework (IAF) had the purpose of helping JTI to understand ‘how’ and ‘why’ changes on FPRW (both intended and unintended) are brought about along the tobacco value chain and how to move forward towards the fulfilment of the FPRW in its supply chain. The IAF is comprised of the theory of change (ToC), indicator matrix, methodologies for data/information collection and guidelines for the analysis and use of the results. The project planned outcomes and outputs are summarized in the table below.

Table 3. JTI/ALP Impact Assessment Framework – First phase 2015-16

Outcomes: 1. Management 2. Model Impact Assessment Framework	Outputs: 1.1 Technical management, Geneva 2.1 Model improvement programme diagnostics tool 2.2 Model needs assessment 2.3 Model theories of change and improvement programme tools 2.4 Menu of possible impact assessment methodologies and tools
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3. Impact Assessment Framework applied to two countries	3.1 Brazil and Zambia Theories of change 3.2 Brazil and Zambia indicators matrixes 3.3 Two reports (Brazil and Zambia) on data available and methodologies and tools for addressing the gaps 3.4 Brazil and Zambia IAF implementation plans
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The global component of ARISE II was funded by JTI, with a total cost for the global component of USD 852,591. The Global projects were managed by FUNDAMENTALS at the ILO Headquarters (HQ) in Geneva, supported by a number of national and international experts recruited as required.

1.3 JTI BACKGROUND


The ARISE I and II programs form part of a JTI strategy to contribute to eliminating child labour in its global supply chain, as part of a broader JT Group Human Rights Policy, through which the company commits to undertake a systematic due-diligence process to identify and assess actual and potential human rights risks throughout its supply chain.

The ALP programme is one of the pillars of this policy providing a set of standards based on the ILO Conventions 138 and 182 and good agricultural practices on child labour, respectful working conditions and health and safety management. ALP are standards supporting JTI's commitment to sustainable tobacco farming, through a cycle of continuous improvement. ALP supports JTI's contracted tobacco growers and leaf merchants to comply with internationally recognized labour standards regarding child labour, rights of workers, and workplace health and safety. ALP implies a process of prevention, monitoring and intervention. ALP currently involves leaf technicians, in the sourcing countries, in real-time data gathering on the three pillars, using mobile technology, feeding back information for remedial action.


KYG is JTI'S program for monitoring and managing tobacco farmers' compliance with the ALP standards. KYG is an ongoing cycle of observation and continual improvement, through which JTI's farming experts observe labour practices during farm visits where they advise on the best growing methods to improve tobacco yield and quality. Farming experts record any misalignment with the ALP standards, along with other opportunities for improvement on contracted growers' farms, and provide advice on making improvements. JTI farming experts play a central role in KYG, and their training not only includes the ALP but also provides the skills needed to support growers to bring about improvements.¹

The supply chain due diligence is an ongoing risk management process to continuously identify, prevent, mitigate and communicate how the JTI addresses adverse impacts of their global supply chain. It includes four key steps with the oversight of a governance structure, in support of existing policies: identify and prioritise actual and potential impacts; respond on the findings; measure the progress; and report on how the impacts are addressed.

2 Methodology of the evaluation

In this evaluation, information was gathered and analysed through desk review, interviews, and a workshop  with ILO and JTI personnel.

The desk review phase included the revision of the project design documents and concept notes, cooperative agreements, workplans, technical progress reports, and reports of projects deliverables, including the various studies produced and the reports of the trainings carried out, as well as relevant ILO and JTI background documentation. The list of documents reviewed is found in Annex 1.

 Interviews with key informants included ILO/FUNDAMENTALS staff involved in the projects management and implementation, as well as JTI staff. Face-to-face and telephone interviews were carried out in November 2018 using open-ended questionnaires. The list of informants can be seen in Annex 2.

A ½-day workshop to discuss the evaluation's preliminary findings was held in Geneva on 29th November 2018, conveying ILO and JTI staff. The workshop provided a venue for open discussion

¹ Source: JT Group Sustainability Report, "Responsible supply chain";
https://www.jt.com/sustainability/report/pdf/2013/reportFY2013_JT_p30-37.pdf

and exchange of perspectives about the project achievements and challenges and to jointly identify conclusions, lessons learned and recommendations on the way forward.

The evaluation report was circulated to ILO internal stakeholders and JTI for comments and their feedback incorporated in the final version.

Due to time and financial restrictions, the evaluation did not collect direct information in the target countries from the direct recipients or final beneficiaries (JTI field technicians, tobacco growers, and other stakeholders). Assessment of the project target group perspectives on the project results was done from the reports of the project activities with these groups (training and research reports) as well as through interviews with JTI management. Whereas this source provides a rich insight into the diversity of views from the project beneficiaries, the primary data collection would have reinforced the internal and external validity of the findings.

3 Findings

3.1 DESIGN

Evaluation questions

- Assess if the PPP-GC took into account in a realistic way the institutional arrangements, roles, capacity and commitment of stakeholders.
- To what extent were relevant external factors and assumptions identified at the time of design? Have these underlying assumptions on which the project has been based proven to be true?
- Assess whether gender issues were taken into concern.
- Were the outcomes of the project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources?
- Are the time frame for project implementation and the sequencing of project activities logical and realistic?
- Is the strategy for the sustainability of project results defined clearly at the design stage of the project?

The ILO technical role and management arrangements in the projects were adequate to the ILO technical capacities

The responsibility for the implementation of the project was on the FPRW team in Geneva, with specific support of the ILO FUNDAMENTALS Child Labour, Forced Labour, Freedom of Association and Collective Bargaining, Non-discrimination specialists as well as the Senior M&E Officer and regional and national offices for country activities as required, such as in the delivery of the in-country trainings and the implementation of the studies.

On its side, JTI has participated in the project through its global management team which has provided follow up to the project and maintained the coordination with the ILO for the project implementation, and through its team in each target country for the in-country activities.

This arrangement has proved adequate for the project to benefit from the expertise of the FUNDAMENTALS team, considering that this PPP addresses the four Fundamental Principles and Rights at Work² through a comprehensive approach.

In this regard, the previous experience with ARISE I global component facilitated the design of a global component that expanded to all FPRW, was well suited to the capacity of the stakeholders.

² The four Fundamental Principles and Rights at Work are: 1) freedom of association and the effective recognition of the right to collective bargaining, 2) the elimination of forced or compulsory labour, 3) the abolition of child labour and 4) the elimination of discrimination in respect of employment and occupation

Expanding the scope of the global component to FPRW: relevance for ILO mandate and for JTI objectives in its supply chain

The approach of ARISE II of expanding the scope from child labour to include forced labour, discrimination and freedom of association was highly relevant for the JTI policies to address all FPRW. Indeed, the extension of the ILO support to cover all FPRW responds to the request of JTI, recognizing the importance of having a comprehensive strategy given that FPRW is mutually interconnected, as, for example, the prevention of forced labour has a positive impact on reducing the risk of child labour³.

The project approach through awareness raising and training of JTI field staff (leaf technicians, local managers and supervisors) is considered highly relevant to ensure that they are better able to observe instances of non-compliance with these principles and provide adequate remedial and preventive measures, bringing to the field level the capacity to properly interact with JTI's contracted growers and leaf merchants to ensure that the supply chains comply with the respect and promotion of FPRW.

Identification of relevant external factors

Being a continuation of a previous project the ARISE II Global Component is underpinned by the lessons learned of the first phase. The project strategy has taken into account the main assumptions and key influencing factors, among them:

- The need to take into consideration the national policy and regulatory frameworks on FPRW as a basis to design appropriate responses that are coherent with country context. The introduction of a component on research and knowledge generation is considered relevant on this regard.
- Fostering a continuous process for discussion and in-depth analysis between partners and stakeholders.
- Conveying the messages for training and awareness raising on the FPRW through "entry points" such as OSH that can address cultural perceptions that there could be "legitimate" violations of FPRW, for example perceptions that child labour could be justified because it provides supposed positive values to children.
- The involvement of JTI in training and discussions. This represents an internal synergy which shows the potential of JTI's extensive presence in the field.

The differences in the supply chains between countries require adaptation to the national and local context of the overall approach of capacity building to address FPRW. The project included this approach in its training of training component, tailoring the training to the different target countries and obtaining feedback from participants for better matching of the training package to the local needs.

Regarding the IAF component, as an innovative ingredient in the Global Programme, it required **a different set of pre-conditions that are necessary for the development and implementation of impact assessment.** The most relevant of these preconditions are that the ALP and KYG

³ GTP, concept note.

programmes are operated through a systematic process with clear and documented guidelines, and that to have in place sufficient capacity for data collection and analysis. Both preconditions have proved to be met through the project as the ALP and KYG programmes are well-established with years of implementation, which makes the approach of embedding the IAF operations within these programmes highly relevant to JTI capacities.

Gender issues in the design

The project has incorporated a strong gender focus. The elimination of discrimination, based on gender or any other factor, as part of the FPRW, has been at the core of the project, even though the project did not include in the design a specific gender strategy.

However, gender has been mainstreamed in the project implementation through various channels. Firstly discrimination, as one of the FPRW addressed by the project, was part of the training component. The training manuals include discrimination as one of the subjects. In the country trainings, gender issues were discussed with field staff, and the need of more focused training and awareness raising on gender for the life technicians was raised.

Some of the research products have incorporated a clear and straightforward gender focus. The study of FPRW in Turkey highlighted discrimination issues that affect women in the tobacco sector, such as the gender job segregation that places women in lower-wage occupation, the practice of the companies to sign contract only with men, and the low of participation of women in the trainings and technical assistance activities to tobacco growers through ALP.

Timeframe

The timeframe of the project was realistic if comparing the project workplans with those of the previous phases. The fact that some of the outputs were not completed, such as the risks assessments and the piloting of the IAF in Brazil and Zambia, seems more related to management factors than to unrealistic timeframes. In the case of the risks assessment, it was a management decision to move these funds from GLO/14/33/JTI to cover the ARISE country activities in Tanzania (URT/14/04/JTI). In the case of the IAF, the phased approach foreseen with developing of the IAF, testing in selected countries and further roll-out as part of ALP was logical and grounded on the JTI's operation. The timeframe of 3 years for the developing and testing of the IAF seemed adequate to develop and test the IAF, as well as to assess the short and mid-term impacts of JTI operations on FPRW

Incorporation of exit strategies

Sustainability strategy is not explicit in the project design although it is to some extent mainstreamed in the project strategy. The Training of Trainers approach-the main pillar in the capacity development component- is a good strategy to ensure that JTI retains the capacity to develop the skills and knowledge of its staff to address FPRW in the supply chain. However, the project design lacked an analysis of the critical mass of capacities that are needed (i.e. how many trainers are necessary per country, training infrastructure needed, etc.) as well as of how will JTI continue with the capacity development as part of its ALP and KYG programmes.

This gap was partially addressed during the implementation, as the training of trainings workshops provided an opportunity to identify elements to foster sustainability of the trainings in aspects such as re-training of the field technicians, reinforce awareness-raising among the tobacco growers, and adapting training materials to local languages and growing practices.

3.2 IMPLEMENTATION AND ACHIEVEMENT

Evaluation questions

- What are the results achieved to date within each outcome?
- Were there any unexpected results of the project?
- How did positive and negative factors outside of the control of the project affect project implementation, outputs and outcomes and how did the project deal with these external factors?
- Have measures been adopted by the Project Management to overcome any constraints to implementation?
- To what extent, if any, has the project contributed to improving the global knowledge base on tackling child labour in supply chains?
- To what extent, if any, has the project contributed to improving global tools and methodologies for tackling child labour in supply chains, including but not limited to the tobacco supply chain?

3.2.1 Enhanced knowledge base regarding FPRW and OSH in the tobacco growing (Outcome 1 of GLO/14/33/JTI and GLO/15/08/JTI)

Under this outcome, the projects have completed studies in Turkey and Zambia. The study in Turkey explored the situation regarding the FPRW in the tobacco sector. The study revealed that, despite the advanced legal and policy frameworks and progress made by the sector, there are still relevant gaps in the effective realization of the FPRW in the tobacco sector. Few tobacco workers are unionized, as anti-union action is active in the country. Gender division of labour leads to lower remuneration for women and child labour is widespread amongst tobacco-growing families. The report provided specific recommendations to the policymakers and to the tobacco companies to address the gaps on FPRW, including policy reform to address discrimination and changes in the contracting and pricing (signing of joint contracts with both the women and the man, inclusion of women in the ALP programme and trainings; revision of prices policies as a means to tackle child labour).

In Zambia, the project has supported three research studies: the “study on Employment and decent work in the Zambian rural economy” - completed in 2017, the “assessment of Freedom of Association and the Right to Organize in the Tobacco Sector in the country”, and the “gaps assessment of Convention 129 on labour inspection”.

The study of Freedom of Association was being finalized at the time of the evaluation. It provides a detailed assessment of the situation of freedom of association in the tobacco sector and highlights the main gap that needs to be addressed to ensure that all workers in the tobacco sector can exercise the right to freely associate and to collectively bargain. The study findings highlight a situation of marked inequality of bargaining power between the tobacco workers, who are poorly organized, and the tobacco companies with a strong dominant position in the supply chain and price setting negotiations. The study provides a set of recommendations both for the policymakers and the tobacco companies. However, as the study will be finalized at the project end, follow up and technical assistance to JTI and the national stakeholders to implement its recommendations through social dialogue is likely to require further support from the ILO in Zambia.

The research has informed the development of the Training of Trainers packages and the trainings delivered to JTI leaf technicians and other staff to build their capacities to identify, prevent, mitigate, remediate and account for any adverse impacts on fundamental rights at work in the supply chain.

As part of the improvement of the knowledge base, the global component of ARISE II also included the implementation of risks assessment in tobacco production in key sourcing regions. The purpose of these studies was to identify and assess the hazards and risks associated with

tobacco growing in different sourcing countries representing the diversity of growing methods, in order to provide JTI with recommendations of preventive, elimination and mitigation measures to improve OSH in its supply chain and contracted growers. These recommendations would be integrated into the ALP and KYG programmes, as well as other JTI's policies and programmes as relevant.

Risks assessments were not completed as the funds were transferred to cover the implementation of ARISE II in Tanzania.

In January 2018, JTI and FUNDAMENTALS have agreed to develop a set of tools for JTI to strengthen its ability to observe, record, understand and improve the realization of all fundamental principles and rights at work, with a particular focus on support the ALP system. The projects have commissioned the development of parameters to strengthen the capacity of leaf technicians to identify risks and violations of "less visible rights", namely freedom of association (FoA) and discrimination associated to the practice of this right⁴.

3.2.2 Strengthened capacity of JTI staff to tackle child labour forced labour and discrimination, and to promote respect of freedom of association and collective bargaining rights in the tobacco supply chain (Outcome 2 of GLO/14/33/JTI and GLO/15/08/JTI)

Training of Trainers package on child labour Eliminating Child Labour and FPRW in the Tobacco Industry for JTI staff developed

With the project support, a Training of Trainers package on FPRW in the tobacco supply chain was developed, including a comprehensive set of modules⁵ for the facilitator and for the participant. The training of Trainers package enables facilitators to conduct training sessions on child labour and forced labour elimination and promotion of non-discrimination and freedom of association, with a view to encouraging those active in the tobacco supply chains to respect fundamental principles and rights at work. The learning methodologies are varied and suited to different learning methods and preferences by the audience, including individual reading and reflection, group work, discussions, role-plays, case studies and questions and answers.

Training delivered

Using the ToT package, training on FPRW was delivered to local managers (Human Resources Management, legal officials, staff from corporate offices, etc.), staff implementing ALP, supervisors and leaf technicians, and in some cases representatives of dealers and other JTI partners, as well as government representatives. Overall, the post-training evaluation showed that the trainings were effective in raising awareness and increase the knowledge on FPRW of the staff to observe in the field instances on non-compliance with the principles.

⁴ At the time of the evaluation, the report was being finalized.

⁵ Modules includes topics on children's right, ILO Conventions 138 and 182, child labour concepts hazardous child labour, child labour and education, causes of child labour, legislation, among others.

Table 4. Number of a participant in the Training Workshops

Country	2015-2017	2017
	Child Labour	Discrimination, Forced Labour, Freedom of Association and Collective Bargaining
Brazil	22	21
Malawi	16	0
Serbia (including staff from Turkey and Italy)	18	18
Tanzania	16	0
Zambia	26	43
TOTAL	98	82

Country Training approach good for adapting the teaching approach and material to national context and making more relevant and effective to local JTI staff.

The balance between the four FPRW principles was adapted to each country situation. For instance, in the case of Brazil, a greater emphasis was put on discrimination, as in the tobacco producing areas the evidences obtained from JTI leaf technicians in the trainings and field visits indicated that discrimination was the main compliance issue.

Training addressed relevant knowledge gaps on FPWR among field technicians

The trainings revealed that knowledge and awareness gaps on the concept of child labour, forced labour, discrimination and freedom of association were common amongst leaf technicians and other staff, and proved an effective mean to raise their awareness on these issues and provided them with a range of tools to address them in their daily work in their follow up to tobacco growers.

Whereas the trainings provided an opportunity for the JTI staff to improve their knowledge about FPRW and their promotion in the tobacco supply chains, they seem of limited capacity to have changed significantly the operations of the field technicians in their daily work. A consistent lesson from all training workshops was the need to deliver further training to the leaf technicians both on FPRW and also on methodologies to transmit the knowledge to other colleagues. In this regard, the need for a system of retraining and coaching for the leaf technicians was highlighted in the workshops. Although a strategy for continuous training is implicit in the development of a ToT package, the Global Component did not include an explicit action to support the implementation of such a training programme within JTI, therefore limiting the effectiveness of this component.

The trainings were also an opportunity to test the training package and training methodologies

The trainings provided the opportunity to test the training package in the variety of countries with different cultural and productive backgrounds. The feedback from the facilitators and participants constituted a rich set of recommendations to improve the effectiveness and outreach of the training package.

Training events had an outreach beyond the staff directly interacting with farmers, to managers

The target audience included JTI staff in on Brazil and Zambia, and also staff from other countries where JTI operates: Serbia, Malawi, Turkey, USA and Italy, expanded the effect of the project beyond the initial target countries. This helped to create a company-wide awareness and buy-in of the relevance of addressing FPRW through the whole tobacco supply chains and to recognize and support the role of field technicians as the entry points to identify cases of non-compliance and implement remedial actions.

Involving management and technical staff beyond the leaf technicians is relevant since, as some participants in the trainings pointed out, they encountered sometimes instances of internal resistance amongst their own technical staff.

Table 5. Level of satisfaction with the trainings

Total Percentage of All Participants in the 7 Training Events Responding*			
	3	4	5
	Average	Good	Excellent
Given the course's objectives, how appropriate were the contents?	7	34	59
Given your level of prior learning and knowledge, how appropriate were the contents?	5	32	64
Were the learning methods used generally appropriate?	8	38	64
How would you judge the trainers' overall contribution?	3	24	83
Are you satisfied with the quality of the activity?	7	37	56
How likely is it that you will apply some of what you have learned?	8	36	56

The trainings implemented by the Global Component was used to validate and refine the ToT package. The feedback from participants and observation from the trainers and ILO experts participating in the training produced relevant recommendations on various key aspects for the further implementation of systematic training of leaf technicians on FPRW as part of the ALP programme.

Higher emphasis on practical application of knowledge

The trainings also highlighted the demand from the field staff to complement the acquisition of knowledge on FPRW with practical guidance on how to apply in the field these knowledge and tools identify child labour, forced labour, discrimination and freedom of association and collective bargaining, assess how the violation can be addressed/remediated, what recommendations for improvement can be given, how to engage in conversations with farmers on the working conditions on the farms, how to report and document the process and how to follow up with the observation identified. The field visits to farms as part of the training to directly interact with growers and workers was considered as a highly effective method for this purpose, providing the trainees with direct hands-on experience on the actual situations where cases of child labour and other FPRW can be identified.

Extend the duration of the training: longer and/or more frequent courses

The trainings were used to obtain a baseline of the knowledge of the leaf technicians on FPRW in the tobacco supply chain and made evident an important knowledge gap amongst many of the leaf technicians. A common conclusion across all the countries was that training programs on FPRW to leaf technicians need to be systematic and regular so JTI field staff acquires the sufficient understanding of the concepts, regulations and standards applicable. Follow-up/refresher trainings and a coaching/mentoring were seen also as a relevant component of a systematic training program.

Translation to local languages and contextualized training materials

The training materials were tested in the English version. Although participants were supported by simultaneous interpretation, as many of them were not fluent in English, it was challenging for them to use the materials and assimilate all the concepts. The training workshops also highlighted the added value of using dynamic and interactive learning methods, such as group activities, drawings, and plenary discussions, and also revealed the need to adapt the activities to the local realities and agricultural practices in each country.

3.2.3 Model impact assessment framework for application and roll out in communities and countries (Outcome 1 of GLO/15/09/JTI)

A comprehensive ToC has been developed

The project has completed the outcome on the elaboration of the JTI's IAF, with the development of a comprehensive integrated Theory of change (ToC) for the achievement of the ALP CL & RoWs in JTI's tobacco leaf suppliers. The ToC, developed in consultation with JTI shows how activities related to the production of leaf tobacco under the control of JTI can, through a logical series of steps, result in specific positive changes, expected outcomes and desired impacts, in line with promoting the four FPRWs in the supply chain of tobacco leaf and taking into account the context in which these JTI's actions take place.

The ToC includes all the main factors that according to JTI and the ILO influences CL & RoWs in the tobacco supply chain

The TOC incorporate the main potential factors that, according to the ILO, JTI and the current status of research, influence the compliance with FPWR, such as the awareness and understanding of the stakeholders in the supply chain, and particularly the farming communities, the livelihoods of growers and their workers, the push and pull factors that influence children to access to quality education, and health and sanitation infrastructure.

The IAF includes also the tools and methodologies necessary to collect and analyze the information to track impacts

An indicator matrix has been developed alongside the theory of change in order to track the ToC. All outputs, outcomes and impacts that are identified in the ToC have one or, if necessary, more indicators to measure their level of achievement and to facilitate reflection on the reasons behind this achievement (or lack of achievement). The indicator matrix also identifies the methodologies to be used to assess each indicator and the regularity of measurement.

Guidelines for the data collection, analysis and use of the IAF are highly detailed and include through indications of how to implement each step of the process. In any case, these guidelines require the user a solid background on impact assessment in order to use them, which JTI should have to outsource. From the perspective of JTI, the set of tools for the IAF should have included also user-friendly materials for their staff, which do not necessarily have technical knowledge on impact evaluation. These would have supported both a earlier understanding and buy-in from the management as well as facilitated its application at field level

The global IAF has been adjusted for Brazil and Malawi

The generic IAF was adapted to Brazil and Malawi as pilot countries selected to test and refine the IAF. For each county, specific implementation plans were developed, adapting the Theory of Change, the indicator matrix and the data collection and analysis methodologies. The implementation plans contain detailed, step-by-step guidelines to implement the IAF in each country, though are technical documents indented for evaluation practitioners.

The target areas were selected jointly between the ILO and JTI using criteria of feasibility and representativeness of JTI operation environment and. In Brazil, the implementation plan foresees to carry out the assessment in two municipalities in Rio Grande do Sul; Santa Cruz do Sul and Venâncio Aires, which comprise around 6% of JTI contracted farmers in 2017. In Malawi, it was selected an area of 12 zones of Mzimba District in the Northern Region, as it was a region with a high number of ALP observations, and area with many tenant farmers who grow tobacco mainly with family labour, and representing around 7.4% of the JTI contracted growers in the country.

Roll out of the IA will require some additional technical work

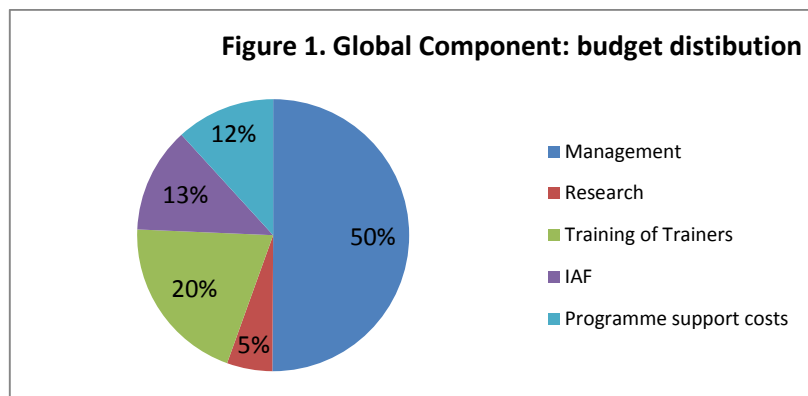
The IAF is finalized and ready to be used, but as it has still not been tested in field conditions on the pilot countries (Brazil and Zambia), as was foreseen in the project. JTI plans to apply the IAF in these countries as part of the impact measurement of its due diligence programme This piloting will be important in order to test its application in real field conditions, to refine the data collection tools and methodologies, and to identify the necessary to adaptations the generic framework to the specific context within a country.

3.3 EFFICIENCY

Evaluation questions

- To what extent have the outputs been cost efficient (relation of expenditures versus outputs)?

The distribution of the budget between the three global project outcomes (research, training of trainers and IAF) can be seen in figure 1 below.



Around 50% of the total project budget was used to cover project management, which comprised the both the project management staff as such and also the ILO/FUNDAMENTALS officers providing technical expertise on child labour, forced labour, discrimination and freedom of association and collective bargaining, as well as the travel costs for their participation on the research and training activities. The distribution of funds between the three project components reflects the different cost involved in the activities of each components. The relatively lower budget allocated to the research component is due to the cancellation of the risk assessment mentioned above.

In terms of the expenditure, at the time of the evaluation⁶ the project had an expenditure level of 96%, still with studies to be financially finalized, so once they are completed the expenditure level will be close to 100%.

Overall, the distribution of budget between the project components is balanced, with a high rate of budgetary implementation.

3.4 RELEVANCE

Evaluation questions

- Is the strategy and approach of the project still relevant for the project objectives? Have there been any changes in strategies?
- Are the project's original assumptions still valid?

3.4.1 Incorporation in JTI sustainability programmes of an enhanced knowledge base regarding FPRW and OSH in the tobacco growing (Outcome 1 of GLO/33/JTI and GLO/15/08/JTI)

Expanding the ILO support to all FPRW is highly relevant to ensure compliance of JTI along its supply chain

The extension of the scope from child labour, that were the focus of ARISE I, to also address forced labour, discrimination, freedom of association and collective bargaining, and to incorporate these issues in the Agricultural Labour Practices (ALP) and Know Your Grower (KYG) programmes, was relevant to the needs of the countries.

Whereas the emphasis on each of the FPRW varies from country to country, the studies conducted by the project in Turkey and Zambia, as well as the feedback from the JTI field

⁶ Financial data provided by the Project and used in this report is as of March 2019.

technicians and other staff participating in the training, revealed a need, as well as an interest, to increase the staff capacity to tackle FPRW non-compliances, as there may be links in the tobacco supply chain still constituting blind spots for the ALP and KYG programmes.

The **combined approach of research to inform capacity building** that underpins the project strategy has proved to be highly relevant. The three project components are mutually supportive. Research on FPRW in the tobacco supply chains addresses relevant knowledge gaps, given the lack of specific studies on this sector, and provides a basis both for the elaboration of a solid training package and to inform the construction of the Theory of Change. The capacity building component has helped to better understand what are the main knowledge and capacity gaps among JTI staff and therefore can help to guide the research agenda. Regarding the IAF, documenting how and why positive results on eliminating and preventing child labour, forced labour, discrimination and promoting freedom of association and collective bargaining are brought about in the tobacco supply chains is a powerful tool to create awareness and to better focus the capacity building on the most effective solutions. The IAF is also useful to concentrate the research agenda in better answering the questions of how and why relevant impacts are produced.

Although this interconnection between outcomes was implicit in the project strategy, in practice the connection between project components during the implementation has only partially benefited from these synergies. The training of trainers package and the IAF incorporated knowledge and research produced in the ARISE I project, but the use of the research products of the global component was limited as it was produced after the finalization of the trainings and development of the IAF. Given that the IAF has not been piloted, its results have not been used to feed the training package or shape the research agenda, though this potential is ready to be used once the IAF is tested and validated.

3.4.2. Strengthened capacity of JTI staff to tackle child labour forced labour and discrimination, and to promote respect of freedom of association and collective bargaining rights in the tobacco supply chain (Outcome 2 of GLO/33/JTI and GLO/15/08/JTI)

High relevance of the training of trainers approach to JTI needs

The feedback from the participants in the training is highly coincident on the good relevance of the training approach to the profile and needs of JTI field staff. The ToT model, with a group of trained leaf technicians that can act as trainers, is a strategy that suits well to be integrated into the ALP programme, as it is highly cost-effective to ensure that it covers all JTI leaf technicians and other staff.

The training workshops as well as the research products, also highlighted the strong relevance of expanding the areas of training from child labour to forced labour, discrimination, and freedom of association and collective bargaining, as the tobacco supply chain is vulnerable to violations of these rights without a proper monitoring, remedial and prevention system.

The approach of making the field technician the key entry point to monitor offers advantages but brings also some limitations to address FPRW.

Whereas the JTI field technicians are in a privileged position to identify cases of non-compliance with the FPRW standards, initiate remedial action and further follow-up, such a model poses also limitations. The visits of field technicians to farmers are around 5-10 minutes, on which he/she also has to revise agronomical matters related to the crop, and therefore may be too short to assess the status regarding FPRW with sufficient depth. During such visits, the field

technicians have limited possibilities to interact or interview the grower's family members (particularly women, despite the fact that most technicians admit that the wife is a better informant on ALP issues) and workers. With this latter group, field technicians are instructed to have a minimum interaction due to legal considerations (to avoid JTI to be considered contractually responsible for the grower's workers). All these factors limit the field technicians to have a proper understanding of the real issues and concern of tobacco farm workers and therefore reduce the relevance of a compliance strategy relying mainly on the leaf technicians. This was also captured by the amount of cases reported by leaf technicians. They are more or less good at identifying the child labour and OSH issues, rather than observing the discrimination, freedom of association or forced labour issues.

3.4.3. Model impact assessment framework for application and roll out in communities and countries (Outcome 1 of GLO/15/09/JTI)

High relevance of the IAF: the approach to impact measurement is consistent with the characteristics of JTI operations

Considering the range of design approaches for impact assessment (experimental, non-experimental, case-based, etc.) the theory-based model selected for the JTI's IAF is well adjusted to the characteristics of JTI operations. Experimental models, that require the construction of control groups (in this case, tobacco farms where the ALP program and FPRW action are not implemented) is hardly feasible. The theory-based model works well in cases where a clear theory of change can be drafted and where a structured process of change is implemented, as is the case of the ALP programme. Theory-based models have also the advantage of the flexibility of adaptation to different contexts in a more cost-effective way, as is the case of JTI that operates in a wide range of countries with different types of tobacco growers, as well as policy, institutional and social environments.

Joint development of the IAF methodology ensures high relevance to tobacco supply chain conditions

The IAF methodology has been developed by ILO-FUNDAMENTALS in collaboration with JTI officers through a two steps process. First, the Theory of change was developed through a joint workshop ILO-JTI and validation of the Theory of change drafted at the workshop. At a second stage, with the collaboration of a consultant specialized in monitoring and evaluation, and validation phases with JTI officers, the overall IAF methodology was developed.

The requirements for the implementation and use of the IAF are proportionate to JTI operations and feasible in most of the countries it operates

The IAF requires that certain conditions are in place in the countries where it is going to be implemented. Given the integration of the IAF methodology in JTI operations, these conditions are possible to meet in a number of countries. Given that ALP criteria and their collection by leaf technicians is an essential element of the IAF, the framework can require that the ALP under implementation. The ALP is being implemented in Serbia, Turkey, Italy, Tanzania, Malawi, Zambia, Brazil and the USA. On the other side, ALP is mainly designed for smallholders and is not used with larger commercial farms. This excludes all farms in the USA and some farms in Zambia. On the other hand, although methodologically sound, the process was perceived by JTI too academic, and the IAF tools require an impact evaluation expertise to be applied, which is not the case of the management or field staff.

The IAF provides a privileged opportunity for JTI to assess and demonstrate impact over an extended period of time.

One of the key strengths of the IAF is that it is institutionalised within JTI through the ALP system. There is an opportunity to assess the impact over an extended period of time. There are likely to be opportunities for learning lessons on the longer term impact of JTI interventions, and on the sustainability of the impact that has been achieved. The intensity and scale of the ToC and the indicator matrix can be changed over time in relation to the needs while continuing to collect data on key indicators that demonstrate the status of specific elements of the ALP in tobacco leaf suppliers over time. For JTI one of the main achievements of the IAF is to mainstream in the organizational culture a focus on impacts –ultimate changes to people’s life- rather than on activities and products, and to expand that approach to its suppliers chain.

3.5 SUSTAINABILITY

Evaluation questions

- How can the outcomes of the project be sustained and further used?
- Have JTI HQ and Country offices own the project outcomes and have applied and/or mainstreamed the generated knowledge?

3.5.1 Sustainability of knowledge generation (risks assessment and studies)

JTI has the resources and interest in improving the knowledge base on FPRW in the supply chain.

Continuing with the further generation of knowledge will require drawing expert research capacity such as that provided by the ILO.

However, the challenge of sustainability lies also on the incorporation of this knowledge into JTI’s policies and programmes.

The results of the research under ARISE II have been incorporated into the capacity building program, but there is a scope for more solid interconnection between knowledge generation, capacity building and impact assessment.

3.5.2 Sustainability of capacity building

The approach of creating a ToT package for leaf technicians is a highly relevant approach to ensure that the capacity of JTI field staff to address FPRW issues is sustained over time. The first stage of the process has been completed with the trainings delivered by the project in Serbia, Brazil and Zambia which has served to train the first batch of trainers as well as to validate the ToT package.

To fully roll out the ToT process there are some further steps to be taken. The field technicians that received the training improved significantly their knowledge on FPRW as the post-course assessments showed, but they consider that their knowledge and skills are still insufficient to become trainers of peer field staff. On the other hand, whereas JTI has shown a good commitment and buy-in of the capacity building activities and the ToT package in particular, there is still the need to develop a systematic training plan as part of the ALP programme to ensure that all field technicians are adequately knowledgeable on FPRW and can effectively address these issues as part of his work with tobacco growers.

The improvements in field data management, through the use of electronic field data collection and processing using mobile devices by the field technicians can be a powerful means to compile and analyze in real time the cases of noncompliance with FPRW and to provide a quick remedial action and follow up, and also to document and demonstrate progress.

3.5.3 Sustainability of the IAF

The integration of the data collection needs into the regular activities of the leaf technicians running the ALP and KYG programmes facilitates sustainability

The methodologies proposed for data collection of the IAF indicators take advantage of the existing monitoring visits to the tobacco farms carried out by leaf technicians through ALP and KYG. Existing data collected and recorded in the ALP database is used to measure some indicators of the IAF, and leaf technicians will make an additional collection of data. Using the network of leaf technicians as main data collectors for the IAF profits from their high familiarity with the farmers and their activities ensuring a better quality of the information, and allows for data collection (that typically implies a high share of any IA budget) in a very cost-effective and sustainable approach. In this regard, data collected by ALP database has good potential to improve the IAF and the effectiveness of ALP programme to combat child labour and forced labour and discrimination and to promote freedom of association and collective bargaining.

In any case, collecting data for the IAF will require going beyond the current ALP. Some additional information is required. Leaf technicians will need to have the knowledge and skills, as well as the tools to collect some of this data with limited additional work. In this regard, the IAF includes the involvement of consultants with some evaluation background on a periodic basis (every 2 or 3 years) for the collection and analysis of additional quantitative and qualitative information on the results achieved and to show how these results are linked to JTI's work, which needs to be included in the overall costs of the IAF to ensure its sustainability.

The investment in data collection for the IAF IS relatively low streamlined as it can be embedded in the field staff work

The sustainability of the IAF will require strong integration with the ALP and KYG programmes. Field technicians must collect the information required to track impacts, a systematic method to use this information for impact assessment must be in place (integrated in the ALP data management system) and results of the IAF must be used for continuous improvement of the ALP to eliminate child labour, forced labour and promote freedom of association and collective bargaining. This data collection system must include the different requirements for each indicator, some requiring every 6 months and others a year, and with many requiring an in-depth assessment every 2 or 3 years, including interviews and some surveys.

At the current stage, this systematic data collection and analysis process needs to be put in place, given that the IAF is still to be tested in the two target countries of Brazil and Zambia.

The sustainability of the Impact Assessment Framework will depend on continued commitment and support at the highest level, as well as resource allocation

In addition to technical considerations, the sustainability of the IAF depends on the commitment and support of JTI management at the highest level. Additional resources, both technical and financial, will be necessary to complete the field testing of the IAF, including the impact and outcome study after 2 or 3 years, which ultimately will depend on the company's policy decision. The focus of the IAF on learning rather than on auditing facilitates this buy-in. Another important

factor for institutional sustainability will be the extent to which JTI management understands the IAF as a tool to improve performance, accountability, transparency, learning, and knowledge on FPRW.

However, from the JTI perspective, the delivery of the IAF –in one session to present the IAF document to JTI- was insufficient for the company to fully understand the tool and how to apply at country level and throughout its supply chain. In this scenario, JTI foresees that follow up for Brazil and Malawi will be required for the rollout of the IAF

4 Conclusions

The Global Component of the ARISE II project implemented through three combined projects, was adequately built on and continued the previous experience of ARISE I, and took advantage of the combined added value of the technical expertise ILO and the installed capacities of JTI in the countries.

Expanding the scope of the global component from the focus on child labour that it had in ARISE I to include all FPRW is of clear relevance for ILO mandate and the FUNDAMENTALS department, as well as for JTI objectives of compliance and due diligence in its supply chain.

The lessons learned in the first phase were incorporated into the project design, and in particularly the need to align compliance strategies with the national policy and regulatory frameworks. The inclusion of a knowledge and research component and the county testing and tailoring of the capacity building component are good strategies in this direction.

The timeframe of the projects was realistic and feasible. The gaps in the implementations of some components seem more related to management decisions than to the project design.

The level of achievement of the outcomes has been uneven. In the research component, the risk assessments were cancelled and the funds were channelled to the Tanzania country component of ARISE II (URT/14/04/JTI). The research products were elaborated as planned but two of the three studies were finalized close to the final stage of the project and therefore, although their results are valuable for JTI and the ILO to feed further action on promotion of FPRW in the tobacco supply chain, the contribution for the other project components of capacity building and impact assessment was limited.

In the capacity building component, the project has produced a comprehensive Training of Trainers package that was validated in three countries, attended by field technicians of 4 countries. The first cohort of JTI leaf technicians have been trained on its use, so in the three target countries, there are initial capacities installed. In order to start with the rollout of the training to all JTI field staff, some gaps need to be addressed. The first batch of leaf technicians trained need further retraining to be able to act as trainers of peer colleagues, training materials need to be translated to local languages, and a systematic training plan needs to be designed and implemented.

Regarding the impact assessment component, the project has produced a comprehensive general IAF for the achievement of FPRW in JTI's tobacco leaf suppliers with adaptations to two countries (Brazil and Zambia). The IAF encompasses the key factors that influence the fulfilment of the FPRW in the tobacco supply chain, includes all the tools and guidelines for its implementation. The adjustment made for two countries allows for further testing and refinement of the IAF, which was however not completed during the life of the project as initially planned.

The strategic approach adopted by the project of expanding the focus beyond child labour to include forced labour, discrimination and freedom of association and collective bargaining is highly relevant to ensure full compliance of JTI along the whole tobacco supply chain. Furthermore, the combination of the three methodological pillars of the Global Component (research, capacity building and impact assessment) creates a synergy between these three components that contribute to multiply the added value of each. However, this synergy has not been fully used in the project.

The training of trainers model developed is well adapted to the operational arrangements of JTI and its field capacities. Incorporating the ToT package into the ALP programme is a highly effective strategy to make it relevant and applicable to the existing means with low additional effort. However, the approach of making the field technician the key entry point to monitor offers advantages but brings also some limitations to address FPRW.

Regarding the IAF, the methodological approach adopted, based on the use of ToC design, is well suited to the characteristics of the tobacco supply chain and to be operated within the JTI field programmes, and particularly the ALP and KYG programmes. It provides an opportunity to demonstrate long-term impact of JTI action on addressing FWPR along its tobacco supply chain. As it is designed, IAF captures all the main factors that are relevant to produce impacts on FPRW while being applicable with the existing JTI field staff structure. The IAF has contributed to an organizational culture of focus on impacts. However, roll out of the IAF is likely to require additional technical resources to provide JTI the necessary expertise in impact assessment.

In terms of sustainability, whereas there is a good buy-in of the project results by JTI in research, capacity building and impact assessment, the successful rollout and implementation of the capacity building and the IAF components will depend on whether the outstanding technical capacity gaps are addressed, an aspect on which the ILO can play a key role as a provider of technical assistance.

5 Recommendations

Capacity building component

1. Complete the training of the field staff to become fully-capable Trainers on FPRW

To: JTI and ILO

For the field technicians and other staff that have already completed the in-country trainings, it is recommended to implement a regular programme of refresher trainings to ensure that they reach the appropriate level of knowledge on FPRW in tobacco and training skills to become trainers of other field staff. It is recommended to ILO to provide technical assistance to JTI for this purpose. It is recommended also to put in place some type of mentoring/coaching scheme where leaf technicians can receive feedback on addressing cases of FPRW. Such as mentoring scheme should focus on improving the field technicians capacity so it is not perceived as a performance measurement with implications in their careers. Further retraining should include modules to reinforce the communication skills (verbal and non-verbal) of the leaf technicians.

2. Implement training and awareness raising to growers

To: JTI and ILO

As part of the ALP and KYP, it is recommended to also include the growers as a target group of training and awareness raising of FPRW. Activities with growers should be adapted to their cultural context (i.e. literacy, cultural and religious beliefs, etc.) also considering the large differences that exist between the countries where JTI operates.

3. Translate the training packages to national and local languages as relevant and adapt them to national context

To: JTI and ILO

Native languages will need to be more extensively used in the training, particularly if the training programmes are to be rolled out in the countries.

Adaptation to national context must incorporate the specific national legislation on child labour, forced labour, discrimination and freedom of association and collective bargaining as relevant, so the leaf technicians and other staff acquire a proper knowledge of how to identify cases based on the applicable regulations.

4. Develop field guidelines for field technicians on how to apply the skills acquired concerning FPRW into their monitoring and advisory role as part of the ALP.

To: JTI and ILO

These guidelines must incorporate greater interaction with all farm actors, including workers, women and children. It is also recommended to incorporate greater dialogue with all farm actors into ALP practices so leaf technicians have conversations with workers during their farm visits, so they better understand working conditions in the field and they will be performing a proper due diligence process.

5. Complete the rollout of the software to monitor and track compliance of FPRW and ALP

To: JTI

It is recommended that the software that has been developed to record and follow up observations on non-compliances in the tobacco farms is fully implemented and usable by leaf technicians, as it can significantly improve the staff capacity to provide a quick response and document the action taken.

IAF component

6. Implement the pilots IAF in Brazil and Malawi and use the results to refine the IAF

To: JTI and ILO

It is recommended to complete the piloting of the IAF in Brazil and Malawi so JTI can have a validated IAF for further implementation on the rest of the countries where it operates. This needs to include a complete cycle of piloting including baseline, at least two cycles of data collection of indicators. It is recommended that JTI brings onboard an evaluation consultant and a monitoring specialist in order to carry out the baseline study, the annual monitoring and the impact and outcome study. It is also recommended to the ILO to provide further tailored training to JTI management and field staff on the implementation of the IAF and its integration into its supply chain due diligence process

7. Integration of the IAF with the existing ALP data processing system

To: JTI

Integration of the IAF with the existing ALP data processing system will be crucial. JTI will need to take direct responsibility for the monitoring functions anticipated; ideally, it will also assume a commitment to contract program evaluators every three years, as also anticipated in the IAF.

8. Make the IAF part of the regular management cycle of JTI in the country

To: JTI

It is recommended to include impact assessment into the management cycle of JTI. The results of the impact assessment in terms of what factors are more or less effective on addressing FPRW in the tobacco value chain should shape the JTI policies and interaction with all the stakeholders along its supply chain. This requires that IAF forms part of the backbone of the management of JTI.

9. Implement a dissemination strategy for the results of the implementation of the IAF

To: JTI and ILO

The results of the IAF, once completed, have a relevant added value for other private and public actors promoting compliance on FPRW in global value chains of many sectors. It is therefore recommended to set up a dissemination strategy so the knowledge generated through the IAF can be used by the research, development and business communities.

6 Lessons learned

Evaluation Title: Final Internal Evaluation of the JTI/ILO PPP “ARISE II Eliminating child labour in tobacco growing communities in Brazil and Malawi - Global component 2015-2018”		Project TC/SYMBOL: INT/11/08/JTI (umbrella); GLO/14/33/JTI); GLO/15/08/JTI; GLO/15/09/JTI
LL Element	Text	
Brief description of a lesson learned (link to project goal or specific deliverable)	In a PPP, expanding the focus of due diligence strategy from one FPRW dimension (in this case, child labour), to the four FPRW requires that the company partnering with the ILO has a strong commitment at the highest level.	
Context and any related preconditions	JTI has a Human Rights Policy underpinned in the principles of transparency, communication and governance, which translates into a Due Diligence process comprising through the ALP standards and KYG. This commitment and the company practices to materialize it have been fundamental to expand due diligence process to forced labour, discrimination and freedom of association and collective bargaining	
Targeted users	The users of this good practice are the ILO and private actors seeking to implement compliance and due diligence process on FPRW	
Challenges /negative lessons - Causal factors	N/A	
Success / Positive Issues - Causal factors	A fundamental causal factor for success is the previous experience on addressing child labour through ARISE I, which allow to test tools and methodologies tailored to JTI operations and to the due diligence tools that the company has in place	
ILO Administrative Issues (staff, resources, design, implementation)	n/a	

Evaluation Title: Final Internal Evaluation of the JTI/ILO PPP “ARISE II Eliminating child labour in tobacco growing communities in Brazil and Malawi - Global component 2015-2018”		Project TC/SYMBOL: INT/11/08/JTI (umbrella); GLO/14/33/JTI; GLO/15/08/JTI; GLO/15/09/JTI
LL Element	Text	
Brief description of a lesson learned (link to specific IO, SOs and outputs)	Embedding a FPRW strategy within the labour practices cycle has a high added value to design context-relevant, actionable strategies.	
Context and any related preconditions	JTI has a structured, standardized due diligence process in the field. That covers the full cycle from identification and assessment of risk, prioritization of actions based on explicit criteria, implementation of responses, monitoring of results and reporting. This systematic cycle of action to address human right non-compliance provides a solid basis to incorporate and operationalize strategies to address FPRW that are based on general principles for the whole company and at the same time adapted to the differences between countries in the supply chain and the reality of the tobacco growers	
Targeted users	The users of this good practice are the ILO, and private companies seeking to implement compliance and due diligence process on FPRW,	
Challenges /negative lessons - Causal factors	A solid knowledge on the due diligence process and how it works in different countries throughout the supply chain is necessary. This may require an investment of time and resources by the project. In the case of the Global Component this knowledge was already available from the previous phase of ARISE	
Success / Positive Issues - Causal factors	- Strong commitment from the company at the management level (see previous lesson learned)	
ILO Administrative Issues (staff, resources, design, implementation)	n/a	

Evaluation Title: Final Internal Evaluation of the JTI/ILO PPP “ARISE II Eliminating child labour in tobacco growing communities in Brazil and Malawi - Global component 2015-2018”		Project TC/SYMBOL: INT/11/08/JTI (umbrella); GLO/14/33/JTI); GLO/15/08/JTI; GLO/15/09/JTI
LL Element	Text	
Brief description of a lesson learned (link to specific IO, SOs and outputs)	The bottom-up approach to validate the Training of Trainers package with a round of trainings in countries with field technicians help to capture the diversity of the tobacco growers in JTI supply chain. This was key to ensure both the context-relevance of the training package and the buy-in of field staff upon whom ultimately a strong compliance system relies on.	
Context and any related preconditions	A team of field technicians in the countries with experience on application of the company’s human right standards (ALP and KYP).	
Targeted users	The users of this good practice are the ILO and private actors seeking to implement compliance and due diligence process on FPRW	
Challenges /negative lessons - Causal factors	Validation and tailoring training programs to the diversity of the country realities requires to invest technical and financial resources as well as time on training workshops. This process need to be factored in for the workplan. Training workshops for field staff have proved effective means to improve their knowledge and awareness on FPRW. In order to make a change in their daily work and interaction with growers to promote FPRW it is necessary a continued training combined with a coaching mechanism.	
Success / Positive Issues - Causal factors	The combination of technical resources from JTI and the ILO/FUNDAMENTALS made possible to bring to each training activity the expertise required on FPRW and the knowledge of the tobacco supply chain in each country.	
ILO Administrative Issues (staff, resources, design, implementation)	n/a	

Annex 1. Documents reviewed

- JTI Impact Assessment Framework on Child labour and Rights of Workers (Fundamental Principles and Rights at Work) in JTI's tobacco leaf suppliers. Overview and methodology, ILO/FUNDAMENTALS, February 2017
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- JTI Brazil Impact Assessment Framework on Child Labor and Rights of Workers in tobacco leaf suppliers. Implementation plan for the first year and towards a three year cycle, ILO/FUNDAMENTALS, March 2018
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- Eliminating Child Labour in the Tobacco Industry. Training for JTI staff within the scope of Agricultural Labour Practices. TRAINER'S MANUAL, ILO
- Fundamental Rights and Principles at Work. Trainer's Manual.
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- Fundamental Principles and Rights at Work in the Tobacco Industry, ILO Training for JTI staff within the scope of Agricultural Labour Practices, Training Report Serbia, September 2017
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- Fundamental Principles and Rights at Work in the Tobacco Industry. ILO Training for JTI staff within the scope of Agricultural Labour Practices, Training Report 2017, Helena Perez
- Training for JTI Leaf supervisors on Child Labor. Training report Tanzania, June 2016
- Training for JTI Leaf supervisors on Child Labor. Training report Training Report Malawi-Zambia, October 2016
- Training for JTI Leaf supervisors on Child Labor. Training report Brazil, October 2015
- ILO, Final Progress Report. ARISE II: Global Training Component, and Expanded Support to the Agricultural Labour Practices Programme (ALP) on FPRW and OSH.
- Concept Note. Expanded support to Agricultural Labour Practices (ALP) programme: Strengthening measure to prohibit forced labour and discrimination, and promote occupational safety and health, freedom of association and collective bargaining, 2015-2018
- ILO, Joint Independent Evaluation of ARISE (Achieving reduction of child labour in supporting education). A programme to reduce WFCL in tobacco-growing communities in Brazil and Malawi as implemented by ILO and Winrock International and Global Component as implemented by ILO. 2014
- ILO, Concept Note. JTI/ALP Impact Assessment Framework – First phase – 2015/16

Annex 2. Interviews

- Benjamin Smith, ILO FUNDAMENTALS
- Katherine Torres ILO FUNDAMENTALS
- Ricardo Furman Wolf, ILO FUNDAMENTALS
- Lisa Marie Wong ILO FUNDAMENTALS
- Houtan Homayanpour, ILO NORMES
- Kassiyet Tulegenova, ILO FUNDAMENTALS
- Jose-Maria Ramirez, ILO FUNDAMENTALS
- Maria Cláudia Falcão, ILO Brazil
- Andrea Davila, ILO COOP
- Vuk Pribic, JTI
- Eduardo Manoel Alves, JTI
- Helena Pérez Vázquez, consultant