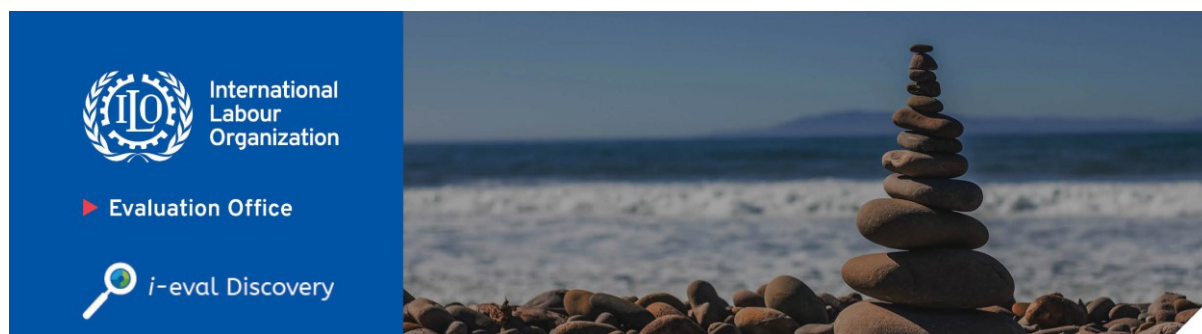




ADDRESSING DECENT WORK DEFICITS AND IMPROVING ACCESS TO RIGHTS IN MALAWI'S TOBACCO SECTOR (ADDRESS) PROJECT

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Name of consultant: Madalitso Makwandu Banda

Name of Evaluation Manager: Ramin Behzad

Evaluation Office oversight: Ricardo Furman

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LIST OF ACRONYMS

ADDRESS	Addressing Decent Work Deficits and Improving Access to Rights in Malawi's Tobacco Sector
CCLCs	Community Child Labour Committees
CCPCs	Community Child Protection Committees
CO	Country Office
DAC	Development Assistance Commission
KII	Key Informant Interview
MWI	Malawi
DWCP	Decent Work Country Programme
FGD	Focus Group Discussion
GVH	Group Village Headman
HQ	Headquarters
USD	United States Dollar
MCTU	Malawi Congress of Trade Unions
MEL	Monitoring, Evaluation & Learning
MDA	Ministries, Departments, Agencies
ECAM	Employers' Consultative Association of Malawi
ILO	International Labour Organization
IP	Implementation Partner
SDC	Social Dialogue Committee
SDGs	Sustainable Development Goals
TA	Traditional Authority
TAMA	Tobacco Association of Malawi
TC	Tobacco Commission
TIA	Tobacco Industry Act
TOAWUM	Tobacco Tenants and Allied Workers Union of Malawi
ToR	Terms of Reference
DWCP	Decent Work Country Programme
ODK	Open Data Source
OECD-DAC	Organization for Economic Cooperation and Development
P&B	Programme and Budget
PES	Proportionate Random Sampling
PwDs	Persons with Disabilities
OSH	Occupational Safety & Health
SMART	Specific, Measurable, Achievable, Relevant, and Time-bound.

EXECUTIVE SUMMARY

The ADDRESS Project evaluation employed a mixed-methods approach, integrating quantitative and qualitative evidence, and guided by participatory, utilization-focused, gender-responsive, and rights-based principles. Data were collected through document review, field visits to four districts, a beneficiary survey (n=199), 27 key informant interviews (KIIs), 14 focus group discussions (FGDs), and a SWOT analysis plus case studies. Rigorous data-quality and ethical safeguards—including triangulation, validation, informed consent, and confidentiality—were applied. Findings were analysed against OECD-DAC criteria, with cross-cutting issues systematically integrated throughout.

1. Key Findings

- **Relevance & Strategic Fit**
 - Strong alignment with Malawi's priorities (tenancy abolition, child labour reduction).
 - Consistent with ILO Programme & Budget Outcomes (1, 3, 7) and SDG 8, while contributing to SDGs 1, 2, and 10.
 - **Gap:** Limited progress in financial literacy and livelihood diversification.
- **Coherence & Complementarity**
 - Complemented ILO initiatives (ACCEL Africa, SKILLUP).
 - Improved coordination with government institutions and social partners.
 - **Gap:** Weak inter-ministerial collaboration (Labour, Agriculture, Trade).
- **Effectiveness**
 - Tenancy labour abolished; development of child labour policy for the Tobacco Industry, the Child labour policy for TAMA farmers trust; TOAWUM revitalized (78 branches, 8,400 members).
 - Eight cooperatives registered; child labour awareness reached 100% in Mchinji District.
 - **Gap:** Only 14.1% of workers reported improved livelihoods; weak MEL systems.
- **Efficiency**
 - Resources generally used effectively despite inflation and currency devaluation.
 - **Gap:** Delays in fund disbursement, logistical gaps, and weak risk management.
- **Impact Orientation**
 - Systemic reforms (Tenancy Abolition, labour law enforcement).

- Behavioural change via child and forced labour committees and cooperatives.
- **Gap:** Livelihood diversification and market linkages remain limited in scale.
- **Sustainability**
 - Strengthened national capacity for sustainable labour market governance by improving NSO's ability to generate and use labour data and enhancing government institutions' competencies to identify decent work challenges and develop evidence-based, long-term strategies
 - Institutional anchors in unions and cooperatives strengthened.
 - Community-led monitoring enhanced social sustainability.
 - **Gap:** Enforcement consistency, financial literacy, and donor dependence remain risks.

2. Major Achievements

- Strengthened national capacity for sustainable labour market governance by improving NSO labour data systems and enhancing government institutions' ability to identify decent work challenges and develop evidence-based strategies
- Abolition of tenancy labour operationalized.
- TOAWUM revitalized: 78 branches, 8,400 members.
- Eight cooperatives registered, diversifying livelihoods.
- Child labour awareness campaigns highly effective (Mchinji: 100% awareness).
- Gender-responsive training improved women's participation.

3. Conclusions

- The ADDRESS project made **significant contributions** to tackling entrenched decent work deficits in Malawi's tobacco sector.
- Achievements: tenancy abolition, union revitalization, cooperative formation, and child labour awareness.
- **Effectiveness:** Evident in systemic reforms and community-level behavioural change.
- **Efficiency:** Constrained by delayed disbursements and inflation.
- **Impact:** Positive systemic reforms, but diversification and market linkages need scaling.
- **Sustainability:** Strong institutional and community anchors, but enforcement and financial literacy gaps persist.

4. Key Recommendations

Policy & Governance

- **Recommendation 1: Strengthen Enforcement of Tenancy Abolition Amended Employment Law** → Intensify inspections, prosecute violations, publish compliance scorecards.
- **Recommendation 2: Integrate Outcome and Impact-Level Indicators in Project Design** → Future projects should include outcome and impact indicators for robust monitoring of transformative change.

Institutional Capacity & Systems

- **Recommendation 3: Strengthen Financial Capacity, Risk Management and Efficiency** → Strengthen financial management systems by improving fund flow efficiency, enhancing local partner management capacities, mitigating currency risks, and establishing clear contingency arrangements to ensure predictable project operations.
- **Recommendation 4: Consolidate Child Labour Monitoring Systems (CLMS)** → Institutionalize CLMS with motorcycles and digital reporting tools.
- **Recommendation 5: Strengthen Monitoring, Evaluation, and Learning (MEL) Systems** → Deploy mobile-based MEL applications for real-time reporting.

Community Engagement & Empowerment

- **Recommendation 6: Expand Financial Literacy and Livelihood Diversification** → Limited livelihood improvements suggest the need to scale up financial literacy training and livelihood diversification initiatives.
- **Recommendation 7: Strengthen Gender- and Inclusion-Responsive Leadership Programming** → Institutionalize gender-transformative and inclusive leadership frameworks to strengthen women's and persons with disabilities' participation across cooperatives, value chains, and community structures.
- **Recommendation 8: Integrate Environmental Sustainability Across Value Chains and Livelihoods** → Embed environmental sustainability across value chains, livelihoods, and decent work initiatives to enhance climate resilience in agro-based rural communities.

5. Key Lessons Learned

- **Policy–practice alignment is critical** → Legal reforms must be backed by consistent enforcement and institutional support.
- **Integrated approaches deliver sustainability** → Linking tenancy abolition, value-chain diversification, climate resilience, and gender inclusion ensures systemic impact.

- **Leveraging community radio platforms:** Using community radio platforms proved highly effective for raising awareness on tenancy labour abolition, workers' rights, and child labour, highlighting the value of localized media in driving social dialogue and behaviour change
- **Community leadership drives accountability** → Local committees and cooperatives transformed awareness and reinforced protection of child and worker rights.
- **Livelihood diversification reduces child labour risks** → Alternative income sources improved resilience and reduced reliance on child labour.
- **Women are central to child protection** → Women's active engagement in monitoring systems strengthened cohesion and productivity.

6. Good Practices

- **Revitalization of TOAWUM** → Expanded to 78 branches, 8,400 members; improved bargaining and representation.
- **Community Child Labour Committees (CCLCs)** → Achieved 100% awareness in Mchinji; effective in monitoring and reporting.
- **Cooperative Formation & Diversification** → Eight cooperatives registered; promoted other value chains such as sorghum and maize seed multiplication as alternatives to tobacco.
- **Visible ILO Presence in Communities** → Direct engagement enhanced legitimacy and compliance with labour standards.
- **Gender-Responsive Training** → Women reported equal or higher awareness; strengthened participation in cooperatives and monitoring systems.

1.0 PROJECT BACKGROUND

1.1 Country Context

Malawi has long been described as the world's most tobacco-dependent economy. Tobacco account for approximately 60 percent of the country's exports and around 10 percent of GDP, employing more than 600,000 people directly and sustaining the livelihoods of over 1.6 million. The sector is dominated by burley leaf, which accounts for nearly 90 percent of production, and is structured around estates, clubs, and contract farming arrangements with multinational buyers, including Alliance One, British American Tobacco, Japan Tobacco International, and Limbe Leaf. Despite its economic importance, tobacco farming is characterized by serious decent work deficits.

Farmers earn an average of only USD 79 per acre annually, far below the national agricultural average of USD 351, leaving many in recurrent poverty. Tenancy farming in particular perpetuates debt bondage, forced labour, and child labour. Tenants receive loans in the form of inputs and rations, but deductions at harvest trap them in cycles of debt. Informality, poor occupational safety and health conditions, and reliance on unpaid family labour—including children—remain widespread.



Tobacco nursery in TA M'bang'ombe, Lilongwe, Malawi. Pic: Nov. 2025.

Source: Authors

Malawi had ratified 32 ILO Conventions, including all fundamental conventions and the Forced Labour Protocol (2019). It had also adopted the Safety and Health in Agriculture Convention (No. 184). However, observations from the ILO Committee of Experts highlighted persistent violations in the tobacco sector, especially debt bondage and hazardous child labour. The 2015 National Child Labour Survey found that 38 percent of children aged 5–17 were engaged in child labour, with tobacco estates among the worst offenders. These realities underscore the urgent need for

targeted interventions to abolish tenancy labour, strengthen labour law enforcement, and protect vulnerable workers and children.

1.2 Project Purpose and Objectives

The ADDRESS project was conceived to respond to these entrenched deficits. Its purpose was to ensure that government, employers, and workers' organizations effectively addressed decent work deficits in the tobacco sector and guaranteed access to fundamental rights at work. The objectives were to support labour law reform—including the abolition of tenancy labour and strengthened enforcement—build the capacity of tripartite constituents for effective social dialogue, pilot interventions to reduce child labour and forced labour while promoting occupational safety and health, and—*although not a core project focus*—facilitate economic diversification to reduce reliance on tobacco and enhance food security. The project was framed by Malawi's Agenda 2063 and the UN Sustainable Development Cooperation Framework, which emphasize structural transformation, diversification, and inclusive growth. It also contributed to Alliance 8.7, for which Malawi was a Pathfinder Country, reinforcing global commitments to eliminate child and forced labour.

1.3 Theory of Change and Intervention Logic

The project was anchored in the ILO's Global Integrated Strategy (2019), which rests on three pillars: enabling policy environment, strengthened social dialogue, and direct action in communities. At the national level, the project promoted legal reform, policy frameworks, and institutional capacity to identify challenges and opportunities for promoting decent work in the tobacco sector and enforce labour rights. At the community level, it supported cooperatives, child protection committees, and social dialogue structures to deliver tangible improvements in working conditions and livelihoods.

The intervention logic was articulated through four outcomes and their corresponding outputs. **Outcome 1** strengthened knowledge among government, employers, and workers' organizations, delivered through diagnostic and quantitative studies (Outputs 1.1 and 1.2), legislative gap analysis and recommendations (Output 1.3), thematic research (Output 1.4), awareness-raising campaigns (Output 1.5), and a regional/global knowledge-sharing platform (Output 1.6). **Outcome 2** improved the enabling policy environment, with a roadmap for abolishing the tenancy system (Output 2.1), technical advice on legislative gaps and ratification of ILO conventions (Output 2.2), and workplace compliance monitoring via employer training (Output 2.3). **Outcome 3** enhanced the capacity of government and social partners to engage in effective social dialogue, through training of trainers (Output 3.1.2), rollout of negotiation/dispute resolution training (Output 3.1.3), union outreach campaigns (Output 3.1.5), and bipartite/tripartite dialogue forums (Output 3.2.1).

Outcome 4 focused on mitigating decent work deficits and improving working conditions in targeted districts, with grassroots social dialogue structures (Output 4.1), standard employment contracts for farmers (Output 4.1.4), child labour monitoring systems and community child labour committees (Outputs 4.3.1 and 4.3.2), support for cooperatives and associations (Output 4.4.1), and awareness-raising campaigns at community level (Output 4.5.2).

Together, these outcomes and outputs reinforced the project's theory of change: institutional reforms at national and sectoral levels were designed to cascade into improved labour rights, workplace compliance, and social dialogue, while direct community-level interventions ensured that farmers, workers, and local communities experienced tangible benefits. This dual approach—policy and institutional strengthening on one hand, grassroots empowerment on the other—was intended to generate systemic change in Malawi's tobacco sector, reduce decent work deficits, and promote sustainable livelihoods across rural economies.

1.4 Geographic Coverage and Target Groups

The project was implemented in four districts—Lilongwe, Kasungu, Mzimba, and Mchinji—where tenancy labour and child labour were most prevalent. Target groups included tobacco farmers, tenant workers, casual labourers, and children engaged in child labour. Direct beneficiaries also included Government ministries, particularly the Ministry of Labour, employers' and workers' organizations such as ECAM, MCTU, and TOAWUM, cooperatives, and community-level structures such as Social Dialogue Committees, Community Child Labour Committees, and Community Child Protection Committees. NGOs and public institutions were also engaged to strengthen implementation and outreach.

By the end of 2025, the project had supported the revitalization of TOAWUM, which expanded to 78 branches and grew membership to over 8,400. It had also facilitated the registration of eight cooperatives, five of which were newly established, and strengthened community-level initiatives to withdraw children from child labour and improve working conditions.

1.5 Management Structure and Funding

The project was initially scheduled to begin in November 2020, but its launch was delayed due to COVID-19, with implementation commencing in October 2021. The project was funded to the tune of NOK 17,500,000 by the Royal Norwegian Embassy in Lilongwe. The ILO Country Office for Zambia, Malawi, and Mozambique, under the leadership of the Director, CO-Lusaka, provided administrative and technical oversight. The project was conceived, developed, and technically backstopped by SECTOR, which also led the resource mobilization efforts for its implementation, ensuring coherence between headquarters expertise and country-level delivery.

Execution was supported by the Sectoral Policies Department (SECTOR) as the originating and technical backstopping unit, with additional collaboration from ILO headquarters. Administrative management was anchored in CO-Lusaka, ensuring close coordination with national stakeholders. Implementation was carried out in partnership with the Ministry of Labour, the Tobacco Commission, and social partners, aligning with Malawi's national development priorities.

1.6 Role of ILO and Stakeholders

The ILO provided technical leadership, aligning the project with international labour standards and global strategies. The Government of Malawi led policy reform and enforcement, particularly through the Ministry of Labour and the Tobacco Commission. With critical support from the project, sectoral worker organization, notably TOAWUM, was revitalized, expanding its reach and strengthening collective bargaining. Employers' organizations such as ECAM contributed to dialogue and compliance, while community structures—including cooperatives and social dialogue committees—facilitated grassroots implementation. The donor, the Government of Norway, ensured financial support and strategic backing for systemic reforms.

2.0 EVALUATION BACKGROUND

2.1 Purpose and Scope of the Evaluation

The purpose of the final evaluation was to assess the overall performance of the ILO Malawi Tobacco Sector Project in achieving its intended outcomes and to generate evidence-based insights for accountability and learning.

Specifically, the evaluation was intended to achieve the following:

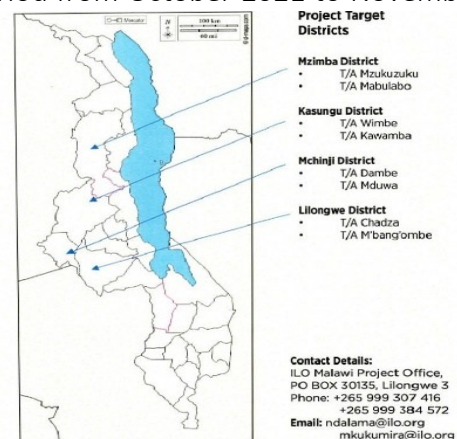
- a) Assess the **relevance** of the project's design and objectives in relation to national priorities, ILO strategic outcomes, and stakeholder cum community needs.
- b) Evaluate the **effectiveness** of the project in achieving its planned results, including improvements in working conditions, policy reforms, and stakeholder capacity.
- c) Examine the **efficiency** of project implementation, including resource utilization, coordination mechanisms, and adaptive management.
- d) Analyse the **sustainability** of project outcomes, particularly the institutionalization of reforms and stakeholder ownership.
- e) Identify the project's contributions to broader **impacts**, such as reduced child and forced labour, improved livelihoods, and strengthened social dialogue.
- f) Document **lessons learned and good practices** to inform future ILO interventions in Malawi and similar contexts.

2.2 Evaluation Clients and Users

The primary clients of the evaluation were the ILO constituents and the ILO Country Office for Zambia, Malawi and Mozambique, which oversaw project implementation. Among the constituents especially the donor, the Government of Norway through the Royal Norwegian Embassy in Lilongwe, and national stakeholders including the Ministry of Labour, the Tobacco Commission, employers' and workers' organizations, as well as civil society partners. These actors were expected to use the evaluation results to strengthen accountability, inform policy dialogue, and guide future programming in Malawi's agricultural and rural economy.

2.3 Timeframe and Geographical Coverage

The evaluation covered the full project implementation period from October 2021 to November 2025. Fieldwork and data collection were carried out between 4–13 November 2025. Geographically, the evaluation focused on the four districts where the project had concentrated its interventions—Kasungu, Lilongwe, Mzimba, and Mchinji. These districts represented the core areas of tobacco production and tenancy labour, and thus provided the most relevant context for assessing project outcomes.



2.4 Evaluation Milestones and Sequence

The evaluation followed the standard sequence of inception, data collection, analysis, validation, and reporting. Key milestones included inception meetings with ILO and national stakeholders, field visits to the four target districts, and direct engagement with beneficiaries through surveys, key informant interviews, and focus group discussions. A beneficiary-level survey was conducted to capture perspectives from tobacco farm workers, tenants, and casual labourers, ensuring that grassroots voices informed the assessment. Data analysis combined qualitative and quantitative methods, with findings validated through stakeholder consultations. The evaluation concluded with the preparation of the draft report, review by EVAL, and finalization for dissemination to stakeholders and the donor.

3.0 EVALUATION CRITERIA AND QUESTIONS

3.1 OECD/DAC Criteria Applied

The final evaluation was guided by the OECD/DAC criteria, in line with ILO evaluation policy and UNEG norms and standards. Each criterion is accompanied by a set of key questions to guide the assessment of the project's performance, relevance, and sustainability

1. Relevance and Strategic Fit

- To what extent did the project address the most pressing decent work deficits in Malawi's tobacco sector?
- How well did the project align with national development priorities, including the Malawi Growth and Development Strategy III and the National Action Plan on Child Labour?
- Was the project design responsive to the needs and priorities of tripartite constituents (government, employers, and workers)?
- How well did the project align with ILO's Programme and Budget Outcomes, the Decent Work Country Programme (DWCP), and the SDGs?
- To what extent were cross-cutting issues such as gender equality, disability inclusion, and environmental sustainability considered in the project's design and rationale?

2. Coherence

- How coherent was the project with other ILO interventions in Malawi and the region (e.g., ACCEL Africa, SKILL-UP)?
- To what extent did the project complement or duplicate efforts by other development partners or UN agencies?
- Was the project aligned with relevant national policies, sectoral strategies, and international frameworks such as Alliance 8.7?

3. Effectiveness

- To what extent did the project achieve its intended outcomes and outputs as defined in the results framework?
- Were the project's Theory of Change and underlying assumptions valid and supported by evidence?
- What were the main enabling factors and barriers to achieving results?

- Were there any unintended outcomes—positive or negative—that emerged during implementation?
- How effective were the project’s monitoring, reporting, and adaptive management mechanisms?
- How well did the project promote stakeholder engagement and ownership?
- To what extent did the project implement strategies to promote gender equality, empower women, and include persons with disabilities and other vulnerable groups?
- How effectively did the project strengthen social dialogue and the capacity of workers’ and employers’ organizations?

4. Efficiency

- Were project resources (financial, human, technical) used in an efficient and timely manner?
- Could the same results have been achieved with fewer resources or through alternative approaches?
- Were project activities implemented according to schedule? If not, what caused delays?
- Did the project budget adequately support gender and inclusion-related activities?
- Was the project’s risk management strategy effective in addressing implementation challenges?

5. Impact Orientation

- To what extent has the project contributed to observable changes in institutional practices, stakeholder behaviour, or policy frameworks that are likely to lead to improved labour conditions in the tobacco sector?
- What evidence exists to suggest that the project’s interventions are likely to result in longer-term improvements in working conditions, labour rights, and livelihoods?
- Has the project influenced national or local policy development or implementation in ways that support decent work?
- Were there any unintended effects—positive or negative—on gender equality, social cohesion, or the environment that may influence future impact?
- Were environmentally sustainable practices integrated into project activities, particularly in relation to tobacco farming?
- How has the project contributed to building the capacity of institutions and stakeholders to sustain and scale up its results?

6. Sustainability

- To what extent are the project's results likely to be sustained after its completion?
- Have the project's interventions been institutionalized within national systems or policies?
- Do implementing partners have the capacity and commitment to continue the work without external support?
- Was an exit strategy developed and implemented effectively?
- What additional measures are needed to enhance the sustainability of project outcomes?

7. Cross-Cutting Issues

The evaluation applied cross-cutting approaches, examining gender equality and inclusion, tripartism and social dialogue, international labour standards, environmental sustainability, and capacity development throughout the assessment. Below are **key evaluation questions under the cross-cutting issues** that were investigated.

1. To what extent did the project integrate gender equality in design, implementation, and results?
2. Did women, persons with disabilities, and vulnerable groups benefit equitably from project activities?
3. How effectively did the project strengthen tripartite dialogue and ensure inclusive participation of government, employers, and workers?
4. Did interventions align with and promote compliance with International Labour Standards?
5. Were environmentally sustainable practices incorporated into project activities, particularly in tobacco farming and diversification?
6. To what extent did the project build lasting institutional and organizational capacity to sustain results?

4.0 EVALUATION APPROACH AND METHODOLOGY

4.1 Evaluation Approach

The evaluation adopted a consultative and participatory study approach designed to generate credible, inclusive, and actionable findings. This approach was grounded in a mixed-methods design, *intentionally combining quantitative and qualitative evidence* to provide a balanced and comprehensive assessment of project performance. By engaging all key stakeholder groups—including project staff, implementing partners, government officials, community structures, and both direct and indirect beneficiaries such as farm owners and workers—the study ensured that diverse perspectives were systematically captured and integrated into the analysis. The evaluation adopted a gender-responsive and inclusive methodology to ensure balanced representation and systematic analysis of cross-cutting themes, including gender equality, disability inclusion, youth, and environmental sustainability.

During analysis, findings were systematically disaggregated by sex status where data permitted, and gender and inclusion lenses were applied to assess differential outcomes, access to benefits, decision-making power, and sustainability of results. Cross-cutting themes were mainstreamed across all evaluation criteria (relevance, effectiveness, efficiency, impact, and sustainability).

The approach was guided by three core principles. First, it was **participatory and inclusive**, ensuring that stakeholders at multiple levels were actively involved in shaping and validating the evaluation process. Second, it was **utilization-focused**, with findings and recommendations tailored to be practical, actionable, and directly relevant to decision-makers and programme managers. Third, it was **gender-responsive and rights-based**, embedding gender analysis, environmental integrity, and human-rights principles throughout the evaluation to promote equity and inclusivity. Field-level data collection and stakeholder engagement activities were undertaken from 4 to 13 November 2025.

4.2 Inception Meetings

Prior to data collection, the consultant held two inception meetings with the ILO project team and maintained close collaboration with the ADDRESS project team throughout the fieldwork. These meetings provided an opportunity to align the conceptual understanding of the evaluation approach, clarify data requirements, and ensure that stakeholder information needs were continuously addressed. Interactive presentations from both sides facilitated a shared vision of the evaluation objectives and deliverables.

In addition, key project documents—including the Project Design and Cooperation Document, the Midterm Evaluation Report, the Results Framework, the Sustainability Strategy, project progress reports, and relevant policy and reporting templates—were shared with the consultant for familiarization and critical review. The meetings combined with the desk review informed the production of the Inception Report (IR). The IR provided a strong foundation for efficient and effective data collection, analysis, and reporting, while ensuring coherence with project objectives and donor expectations.

4.3 Field Visits and Direct Engagement with Beneficiaries

The consultant, together with the data collection team, undertook field visits to collect primary data and verify some of reported project outcomes. During field visits, the evaluation team conducted one-on-one interviews with beneficiaries (workers) and engaged a wide range of local stakeholders to generate qualitative insights on project implementation, emerging challenges, perceived impacts, and suggested recommendations for improvement. These field observations and multi-stakeholder interviews provided essential triangulation with documentary evidence and quantitative data, thereby strengthening the credibility and reliability of the evaluation findings.

4.4 Data Collection Methods

In line with the objectives and tasks outlined in the ToRs, and consistent with the project's outcome-based results chain, the evaluation applied a mixed-methods approach. An evaluation matrix guided both data collection and analysis, detailing methodologies for each outcome indicator in accordance with OECD-DAC criteria—relevance, effectiveness, efficiency, impact, and sustainability. The following section summarizes the key data-collection methods applied to ensure robust, representative, and criteria-aligned evidence.

4.4.1 Desk Review

The desk review entailed a comprehensive analysis of key project documents to establish a strong contextual and conceptual foundation for the evaluation (see Annex 14.8 for the list of consulted documents). Central to this process was the **ILO's Malawi Tobacco Project Document (December 2020)**, which outlines the project's strategy, theory of change, logical framework, and monitoring and evaluation framework. The **Midterm Evaluation Report, Annual and Quarterly Progress Reports**, training manuals, and project monitoring reports. The project's **logical framework and results chain** were analyzed to assess alignment between outcomes and indicators, while ensuring consistency with OECD-DAC evaluation criteria.

Importantly, the desk review incorporated project M&E data drawn from Annual and Quarterly Progress Reports, project monitoring reports, and the Midterm Evaluation. These datasets provided quantitative evidence on outputs and outcomes, including training coverage, awareness-raising activities, and progress against key indicators in the results chain. The evaluation team cross-checked these M&E data points with primary evidence from interviews, surveys, and FGDs to validate reported achievements and identify discrepancies.

Beyond project-specific materials, the desk review examined **national and district-level development plans**, including the Malawi United Nations Sustainable Development Cooperation Framework (2019–2022), and relevant labour and agricultural sector strategies. International frameworks were also considered, notably the **ILO Integrated Strategy to Address Decent Work Deficits in the Tobacco Sector (2019)**, Alliance 8.7 commitments (with Malawi as a Pathfinder Country), and cooperation frameworks with the Royal Norwegian Embassy. To strengthen policy relevance, the review further assessed coherence with global agendas, particularly **SDGs 1 (No Poverty), 2 (Zero Hunger), 8 (Decent Work and Economic Growth), and 10 (Reduced Inequalities)**.

4.4.2 Individual Beneficiary Interviews

Individual beneficiary interviews were conducted to gather first-hand insights from farm workers on changes in knowledge, behaviour, and livelihood conditions attributable to the project. Using a semi-structured questionnaire administered via KOBO Toolbox, the evaluation survey captured data on forced and child labour, forced labour, work benefits, livelihoods, project results, and perceived impacts. Respondents included contract, seasonal, casual, and family labourers across Mzimba, Mchinji, Lilongwe, and Kasungu, providing worker-individual and/or household-level perspectives that strengthened the accuracy and validity of the evaluation’s findings.



Individual Interview with farm worker, Luwelezi, Mzimba

4.4.3 Key Informant Interviews (KIIs)

The KIIs were used to collect data from various stakeholders on the project’s key indicators and to address the evaluation questions across the different criteria, while also enabling triangulation with data gathered through other methods. The KIIs captured strategic and technical perspectives from government, unions, employers, and ILO plus implementing partners on policy alignment,

coordination, sustainability, institutional uptake, major achievements, and lessons learned. A total of 27 KIIs (see Annex 14.4) were conducted using stakeholder-specific interview protocols tailored to each respondent group. The 27 KIIs conducted were adequate as they ensured comprehensive coverage of all key stakeholder categories, balanced representation across national, district, and community levels, and provided sufficient depth for robust triangulation with survey and focus group data. Stakeholders included: (a) ILO project staff; (b) Government officials (Ministry of Labour, Tobacco Commission); (c) Employers' and workers' organizations (ECAM, MCTU, TOAWUM); (d) Implementing partners (CYECE, Good Health Organization, TAMA Farmers Trust); (e) Community leaders; and (f) Cooperative and committee leaders.

4.4.5 Focus Group Discussions (FGDs)

FGDs were conducted with relevant community groups to triangulate and enrich the data collected through other methods. Specifically, the FGDs engaged community members, tenant farmers, members of the Allied Workers Union of Malawi, cooperatives, union branches, Social Dialogue Committees, and local leaders across the four target districts of Kasungu, Lilongwe, Mzimba, and Mchinji.

The FGDs provided an opportunity to validate and complement information obtained from individual beneficiary interviews, KIIs, and field observations. They generated insights on lived experiences, working conditions, child labour, rights awareness, project impact, and community-level recommendations from workers, cooperatives, and other local stakeholders. A total of 14 FGDs were conducted and analysed (See Annex 14.4 for the list of groups interviewed). The 14 FGDs were adequate as they ensured full coverage across all four project districts, provided balanced representation of key stakeholder groups (workers, unions, cooperatives, and community committees), and generated sufficient qualitative depth to triangulate findings with quantitative survey data and KIIs. This marks a significant improvement from the Midterm, which conducted only three FGDs limited to Mzimba and Kasungu (ILO, 2023, MTE: 21).

4.4.6 Case Study/Significant Change Story Capturing

The evaluation incorporated referral-based case studies from interviewees and follow-ups on documented success stories to capture in-depth insights on outcomes, including shifts in knowledge, behaviour, and livelihoods. These case studies supplemented the detailed individual beneficiary and qualitative findings, strengthening the validity of the analysis and enriching the evaluation's overall learning footprint. The selection of case studies was informed by stories that emerged during FGDs and KIIs. Relevant stories were subsequently followed up in greater depth as case studies, resulting in the documentation of a total of two stories.

4.5 Beneficiary Sampling and sample size

4.5.1. Sample Size and Selection of Workers in Tobacco Farms

A statistically representative sample size of **184 beneficiaries** was estimated from the population of 6,057 workers. This sample was adequate at the 95% confidence level with a 7.0% precision margin. To safeguard against potential spoilage of questionnaires, a 10% buffer was applied, raising the target sample to 200. In practice, a total of **199 interview questionnaires** were successfully completed, comprising **149 men and 50 women**.

The study employed the Lot Quality Assurance Sampling (LQAS) technique to guide household selection for worker/employee interviews. The total project implementation area, which covers four districts was divided into four Supervision Areas (SAs) based on sites of implementation per district (**Refer to Table 1**). Each SA functioned as a distinct "lot" for sampling and analysis purposes. Within each SA, individuals were selected using a snowball sampling method, where one identified beneficiary household refers the next, continuing until the required number of households per SA was reached. To strengthen representativeness and reduce referral bias, snowball sampling was complemented with systematic sampling techniques. This hybrid approach ensured that hard-to-reach populations were included while maintaining statistical rigor. A total of 199 farm-workers were selected for individual interviews across the four districts.

Table 1: Sample Size Distribution Across the Supervision Areas

District	TA	Population		Actual Sample		Total (M/F)
		TOAWUM	Cooperative	TOAWUM	Cooperative	
Mzimba	Mzukuzuku	370	46	25	3	28 (20/8)
	Mabulabo	275	45	19	2	21 (15/6)
Mchinji	Dambe	553	45	24	2	26 (21/5)
	Mduwa	251	95	13	5	18 (13/5)
Lilongwe	Chadza	284	54	28	4	32 (26/7)
	M'bangombe	416	50	29	5	34 (24/9)
Kasungu	Kawamba	980	85	22	2	24 (18/5)
	Wimbe	706	75	14	2	16 (12/5)
Total		3835	495	174	25	199(149/50)

4.5.2 Participant Selection for Qualitative Interviews

The consultant used purposive (selective) sampling to identify participants for all qualitative methods, including key informant interviews and focus group discussions. This approach relied on the consultants' judgment, with support from the ILO and Partner Staff, to select stakeholders who were knowledgeable about and involved in the project's design and/or implementation, while remaining within the available time and budget constraints. Selection criteria included experience with labour and child protection issues, direct roles in project design and/or implementation, and geographic diversity across the four districts. Institutional diversity was also ensured by including government officials, unions, employers, cooperatives, and community committees. **Table 2** summarizes all the stakeholders that were selected and reasons for their selection.

Table 2: Stakeholder Selection Rationale

Stakeholder Group	Sample Size M = Male F=Female	Reason for Selection
District-Level Respondents		
District Labour Officers	4 (3M:1F)	Direct responsibility for labour inspections, tenancy abolition enforcement, and child labour monitoring.
CLMS/CCLC focal points	4 (2M:2F)	Frontline monitoring of child labour cases and reporting at community level.
Cooperative leaders	4 (2M:2F)	Representation of farmer groups and livelihood diversification initiatives.
Local union representatives (TOAWUM/MCTU)	4 (2M:2F)	Worker representation, collective bargaining, and advocacy on wages/conditions.
National-Level Respondents		
Ministry of Labour (Child Labour Unit, Labour Commissioner)	1 (F)	Policy oversight, labour law enforcement, and tenancy abolition leadership.
Ministry of Gender and Social Welfare	1 (M)	Gender mainstreaming and child protection policy coordination.
Tobacco Commission (Policy/Compliance Officers)	1 (M)	Regulation of tobacco sector compliance with labour standards.
Employers' Consultative Association of Malawi (ECAM)	1 (F)	Employer perspectives on decent work and social dialogue.
Malawi Congress of Trade Unions (MCTU)	1 (F)	National union federation role in labour rights advocacy.
Project-Level Respondents		

ILO Malawi Country Office	2 (M)	Direct project management and coordination with national stakeholders.
ILO CO-Lusaka & SECTOR (ILO HQ)	1 (M)	Regional and Global technical guidance on labour standards and child labour.
Implementing partners – CYECE	4 (2M:2F)	Child protection and community mobilization expertise.
Implementing partners – Good Health Organization	1 (F)	Occupational safety and health interventions.
Implementing partners – TAMA Farmers Trust	2 (1M:1F)	Farmer organization support and livelihood diversification.

5.0 DATA ANALYSIS

Following field visits, stakeholder engagements, and beneficiary interviews, the evaluators conducted a comprehensive analysis of both desk review materials and primary field data. This process involved systematic coding, data verification, and cross-checking across multiple sources to ensure consistency and reliability. All analytical procedures were guided by the evaluation matrix (**see Annex 14.3**), ensuring methodological rigor and validity throughout the evaluation process.

The analysis was structured to enhance credibility and depth. Evidence was cross-verified from multiple sources to strengthen reliability and validity. Findings were organized around the OECD-DAC evaluation criteria—relevance, effectiveness, efficiency, impact, and sustainability—and grouped into key thematic content areas. Data were further disaggregated by gender, location, and stakeholder group to highlight differential impacts and context-specific effects.

Qualitative data from focus group discussions and key informant interviews were examined using thematic content analysis aligned to the OECD-DAC evaluation criteria. Transcripts were manually coded to simplify and structure the information, enabling the identification of recurring patterns and themes linked to the evaluation criteria. This approach allowed the evaluators to distil major insights and synthesize them into coherent findings. By complementing quantitative survey results with qualitative evidence, the analysis provided a nuanced understanding of the project's achievements, challenges, and areas requiring further attention.

A consolidated SWOT analysis complemented the mixed-methods design by providing a systems-level view of factors shaping decent work outcomes (**Refer to Annex 14.1**). Drawing on professional observations, interviews, KIIs, and FGDs, it identified key enablers, constraints, opportunities, and risks, helping triangulate findings and inform strategic conclusions and future programming.

6.0 DATA QUALITY MANAGEMENT

To ensure rigor, credibility, and reliability, several quality assurance measures were applied:

- Data collection tools (e.g., interview guides) were pilot-tested and refined to ensure clarity, consistency, and contextual relevance.
- Multiple data sources and respondent groups were used to cross-verify information and enhance the validity of findings.
- Evaluators maintained reflexive notes to minimize bias and support transparent interpretation of qualitative data.
- Draft findings and emerging themes were reviewed internally by the evaluation team and validated through stakeholder consultations and feedback sessions.
- Field notes, transcripts were systematically reviewed for completeness, accuracy, and alignment with the evaluation questions.
- The evaluation adhered to ILO evaluation ethics and data protection standards throughout data collection, analysis, and reporting.
- All methodological decisions, data sources, and analytical steps were documented to ensure transparency and an audit trail
- For FGDs and KIIs, trained note-takers captured detailed handwritten notes, and—where consent was granted pictures taken.

7.0 ETHICS & PARTICIPANT SAFEGUARDING

To uphold evaluation quality, integrity, and the protection of all participants, the following ethical practices were observed:

- The evaluation adhered to the United Nations Evaluation Group’s ethical guidelines, ensuring transparency, accountability, and inclusive stakeholder participation.
- Ethical research protocols were followed, prioritizing participants’ confidentiality and privacy. Safeguarding, environmental compliance, and gender considerations were also observed.
- Primary data were collected only after obtaining informed consent from target groups, stakeholders, and farm workers. Secondary data sources were cited, and written consent was secured for pictorial materials.
- No sensitive personal identifiers were collected save for functional roles identification of respondents. Participants were assured of their personal data confidentiality and safe keeping.
- All interviews, FGDs, and other engagements were conducted in line with best ethical research practices, ensuring participant safety, anonymity, data protection, and mitigation of potential risks.

8.0 STUDY LIMITATIONS AND MITIGATION STRATEGIES

Table 4 presents the key limitations that may have affected the evaluation and outlines the mitigation measures applied to safeguard the reliability and validity of the findings. In assessing these limitations, the evaluation also considered methodological factors aligned with the OECD-DAC principles of comparability, thereby strengthening the credibility, robustness, and overall validity of the findings.

Table 3: Study Limitations and Mitigation Measures

Potential Limitation	Mitigation Measure
The project lacked a tailored baseline, and no directly comparable endline dataset was available, limiting the ability to conduct statistical comparisons over time.	The evaluation relied on qualitative methods, triangulated data sources, and applied trend analysis to assess change, ensuring reliable findings despite the absence of strict before–after comparability.
The project did not establish SMART input–outcome–impact–results chain performance indicators, which are essential for OECD-DAC assessments of higher-level change.	Proxy indicators, qualitative triangulation, contribution analysis, and SWOT analysis were used to approximate outcome- and impact-level change, enabling reasonable inferences about systemic results.
Many tobacco workers participate for only one agricultural season and then relocate, making some respondents difficult to trace during the evaluation.	The evaluation used extended follow-up, community informants, and targeted tracing to reach mobile workers, ensuring adequate representation in the data.

9.0 SURVEY EVALUATION FINDINGS

9.1 Relevance and Strategic Fit

Response to Stakeholders' & Beneficiaries' Needs

The 'ADDRESS' project is highly relevant to the socio-economic realities of Malawi, particularly in the four target districts—Mzimba, Kasungu, Lilongwe, and Mchinji—where child labour remains rampant. According to the 2015 National Child Labour Survey, 38% of children aged 5–17 in Malawi are engaged in child labour, with over half involved in hazardous work. These districts are among the most affected, with children routinely exposed to unsafe agricultural tasks, including handling chemicals and sharp tools without protective gear.

Field interviews and stakeholder consultations confirmed that child labour is deeply entrenched in the tobacco sector, often linked to the exploitative tenancy system. The project's launch was therefore a timely and strategic intervention, offering a much-needed response to the protection gap for children in tobacco-growing communities. Its focus on withdrawing children from labour, reintegrating them into education, and strengthening community-level child protection mechanisms was widely welcomed by stakeholders.

ILO's leadership was instrumental in driving legislative reform, stakeholder alignment, and evidence-based policy development. Its tripartite structure and normative authority provided a credible platform for convening government, employers, and workers to jointly address child labour and tenancy-related exploitation. As one TOAWUM member remarked: *"The mere presence of ILO staff and vehicles on the ground spoke volumes about the seriousness of child labour issues in the tobacco sector. We could see even the most influential politician cum farmers shrinking because of the ILO presence."*

A notable strength of the ADDRESS project was its uniqueness as the first donor-funded, ILO-led decent work programme in Malawi's tobacco sector—a sector often avoided by development partners. Stakeholders widely commended the Government of Norway's financial support as a bold investment in improving labour conditions. The project was rated highly relevant to community needs, tackling persistent challenges such as child labour, low school attendance, and poor labour conditions. By strengthening cooperatives, including those supported by TAMA, it aligned with local aspirations for safer work, improved livelihoods, and more organized farmer structures, while reinforcing government efforts to eliminate tenancy, promote gender equality, and expand cooperative membership.

"We have very few stakeholders in the labour sector supporting the withdrawal, reintegration, and rehabilitation of children in forced labour. The ADDRESS project is therefore a timely intervention and an excellent fit for our context," Labour Office.

The establishment of TOAWUM with ADDRESS support was described as timely, as farm workers previously had little understanding of their rights or labour laws. Before the project, most workers signed contracts without knowing the terms, and many were unaware of protections such as the eight-hour workday, overtime compensation, and child labour prohibitions. Union-led and project-supported trainings on labour rights, child labour, women’s rights, gender-based violence, and financial management directly addressed these gaps. Workers reported significant changes, noting that expectant women are no longer routinely assigned heavy tasks, and both men and women now advocate for equal involvement in contract signing, task allocation, and household budgeting—demonstrating the project’s strong responsiveness to beneficiary needs.

Alignment with National & Regional Development Frameworks

The project is well aligned with Malawi’s national development agenda, including the Malawi Growth and Development Strategy III (MGDS III), which prioritizes inclusive wealth creation and agricultural transformation. It also supports the Decent Work Country Programme II (2020–2023), particularly Priority 2 on the ratification and application of International Labour Standards and Fundamental Principles and Rights at Work.

The project contributes to Outcomes 2.1–2.3, which focus on improving working conditions, enhancing institutional capacity, and strengthening labour standards enforcement. Furthermore, it operationalizes Malawi’s National Action Plan on Child Labour II (NAP II 2020–2025), which aims to eliminate child labour across all sectors by 2025. Through the establishment of child labour committees, awareness campaigns, and reintegration support, the project directly contributes to the NAP’s strategic objectives and implementation framework.

The use of Social Dialogue Committees (SDCs) plays a central role in fostering constructive engagement between farm owners, workers, and community structures on labour rights and child protection. By addressing persistent issues such as children herding cattle during school hours or engaging in hazardous tobacco tasks, the SDC’s work aligns strongly with Malawi’s labour and child-protection laws. This demonstrates clear relevance and strategic fit within national decent work programming and supports ongoing government efforts to eliminate tenancy and strengthen child protection mechanisms.

“.....There have been reports of fatalities in the small-scale gold mining areas of Kasungu, yet no comprehensive labour-rights initiatives have stepped in to thoroughly address these issues. Workers continue to lack critical information and Occupational Safety and Health (OSH) support, which leaves them highly vulnerable....”

— KII, DLO —

Alignment with International Frameworks

At the international level, the project is fully aligned with Sustainable Development Goal (SDG) Target 8.7, which calls for the eradication of forced labour, modern slavery, and child labour. Malawi's designation as a Pathfinder Country under Alliance 8.7 further underscores the importance of this intervention in fulfilling global commitments. The project's contribution to SDG 8.7 is evident through its policy reforms, data generation, and community-level action.

The project was also developed in line with the ILO Country Programme Outcome (CPO) MWI103: *"Improved and conducive environment for decent work in the rural economy including protection of workers from unacceptable forms of work through the promotion of fundamental principles and rights at work."* The CPO is aligned with the ILO's global Programme and Budget (P&B) for 2020–2021 and 2022–2023, particularly Outcome 3 on *"Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all."*

Evidence-Based Design & Stakeholder Ownership

The project design is rooted in evidence and national context, drawing on ILO's prior assessments of tenancy labour, child labour, and decent work deficits. These studies informed the development of a policy roadmap, gap analysis, and labour law reforms, ensuring that interventions are contextually relevant and stakeholder-driven. Social partners confirmed that they were extensively consulted during the design phase, reinforcing the project's legitimacy and ownership.

Complementarity & Strategic Fit

Notably, the project complements other ILO and government initiatives, including labour law reform, trade union revitalization, and cooperative development. It aligns with broader government strategies on agricultural commercialization and education access, creating a synergistic platform for systemic change. This complementarity reinforces the project's strategic fit and relevance within Malawi's development landscape.

Furthermore, the project design is aligned closely with the priorities of tripartite constituents by strengthening social dialogue mechanisms and promoting collaboration among government, employers, and workers' organizations. By involving all three parties in training, contract processes, and community dialogue platforms, the project enhanced transparency and trust in labour relations. Workers gained greater bargaining power and clearer channels to negotiate their rights, while employers and government institutions benefited from more structured and predictable engagement.

Confirmation of Midterm Findings

This final evaluation reaffirms the midterm findings (ILO, 2023) that the project remained highly relevant to the realities and needs of tobacco-growing communities. Prior to implementation, most farmworkers were informally employed, lacked written contracts, had minimal protections, and were vulnerable to exploitation. Both employers and workers reported that the introduction of (a) formal employment contracts, (b) strengthened child-labour awareness and monitoring and (c) livelihood-diversification initiatives have directly contributed to addressing long-standing gaps in decent work and income security.

Contribution to Decent Work & Livelihood Diversification

The project's emphasis on fair contracts, occupational safety and health (OSH), and social protection was timely and strategic. These interventions were fully aligned with the Malawi Decent Work Country Programme and the ILO's global mandate on rights at work. Additionally, the cooperatives' shift to diversified enterprises—such as sorghum production and seed multiplication—reinforced broader national priorities for agricultural commercialization, resilience building, and income diversification.

However, stakeholders/respondents also noted that the project's geographical coverage was limited—reaching only two Traditional Authorities per district. They recommended that future programming should consider a more balanced approach between depth and breadth, expanding coverage to all tobacco-growing districts where feasible. Additionally, several respondents suggested expanding future decent-work programming beyond agriculture to include sectors such as **mining** and **manufacturing**, where labour rights deficits are also significant.

9.2 Coherence and Complementarity

This section examines the coherence and complementarity of the ADDRESS Project by assessing its alignment with local institutions, synergy with other ILO and development partner initiatives, and overall strategic fit within the ILO mandate. It also reviews information flow and MEL gaps, emerging partnership and sustainability issues, and the strengthening of coordination mechanisms across actors. Targeted recommendations are provided to enhance coherence and collaborative impact.

9.2.1. Alignment and Coordination with Local Institutions

The ADDRESS Project demonstrated substantial coherence with existing institutional frameworks and collaborated effectively with key local actors. The District Labour Offices (DLOs), unions (MCTU, TOAWUM), and local NGOs such as TAMA Farmers Trust, CYECE, and the Ministry of Trade

jointly delivered training on contract management, child labour prevention, cooperative governance, and livelihoods diversification. Most project-supported cooperatives were already engaged in various agricultural value chains. For example, M'bawa Cooperative in TA M'bang'ombe, Lilongwe, trades in tobacco, maize, and soybeans, which are primarily grown on members' individual plots, with some production done through group farming. This was consistent across all cooperatives interviewed in the evaluation study areas. These partnerships reinforced policy alignment and ensured that project interventions were delivered through legitimate local structures.

Dialogue and Community Labour Committee members highlighted strong collaboration with district and community-level institutions, including the District Labour Office, Area Development Committees (ADCs), and Child Protection Committees. These partnerships enable coordinated monitoring of labour violations and child abuse cases, facilitated the withdrawal and reintegration of affected children into school, and reinforced shared accountability among local governance structures.

However, despite notable policy level steering committee engagement, evaluation established limitations in coordination with agricultural extension services and other development partners. This gap affected the continuity of technical training and

constrained the integration of decent work principles into broader agricultural support systems. Stakeholders also reported weak information-sharing between child protection structures and agricultural sector committees at district level, partly due to a limited monitoring, evaluation, and learning (MEL) framework.



Children withdrawn from child labour and re-enrolled in school receiving project supported uniforms at Chankhandwe and Wimbe Primary Schools in Kasungu. (ADDRESS File photos).

9.2 2. Complementarity with Other ILO and Development Partner Initiatives

District Labour Officials confirmed that the ADDRESS Project complemented existing ILO initiatives—such as ACCEL Africa and the youth-focused SKILLS UP project—by integrating forced labour, child labour, and OSH interventions across overlapping districts. This enhanced the reach of ILO’s decent work portfolio beyond child labour alone.

In Mzimba, the presence of other development partner initiatives, including the EU-funded *Ntchito Mbambande* project (implemented by CARE Malawi), further demonstrates a landscape of complementary interventions. Participants noted, however, that ACCEL Africa exhibited stronger coordination and smoother funding flows than ADDRESS, largely due to its joint implementation arrangements.

The SDC’s work complements interventions by health-focused organizations such as Good Health (in Kasungu) and private-sector actors like JTI, who jointly contribute to awareness-raising on labour rights, OSH, child protection, and decent work principles. These combined efforts support a broader ecosystem of child protection and labour governance initiatives operating in the district. Across the four districts, the project strengthened collaboration between Community Child Labour Committees (CCLCs) and a wide range of institutional and community actors involved in child protection, labour monitoring, and household resilience. These structures include government agencies, private-sector partners, civil society organizations, and traditional leadership.

Case Study 1: Mobilizing Communities to End Child Labour

In TA M’bang’ombe, Lilongwe, a dedicated community volunteer has emerged as a local champion for children’s education and the prevention of child labour. Beginning each day as early as 5 a.m., he conducts household visits to encourage school attendance and remind families that *“no child should work when they should be learning.”* His consistent outreach has earned him widespread respect within the community, with children at M’bang’ombe Full Primary School often remarking, *“the volunteer is coming—let’s go to school.”* Through his efforts, alongside those of other community volunteers, the area has recorded improved school attendance, heightened awareness of child rights, and reduced vulnerability to child labour, demonstrating the critical role of grassroots leadership in sustaining child-friendly social norms.

For example, in Lilongwe’s TA Chandza, the project-supported CCLC works closely with national and community structures such as the Malawi Police, the Goats for Girls project, Alliance One, Limbe Leaf, mother groups, and local chiefs. The Malawi Police play a key enforcement role by ensuring school attendance and penalizing parents whose children are found trading in local

markets during school hours. The Goats for Girls programme, supported by non-Malawian well-wishers, provides livestock assistance to vulnerable children through a pass-on model that enables the benefits to extend to additional households over time. The community has also received support for small-scale irrigation systems and strengthened Village Savings and Loans (VSLs), contributing to improved household resilience. There is also strong collaboration with the Social Dialogue Committee (SDCs), which help the cooperatives spread information on child protection and encourage school enrolment. Community volunteers such as the well-known SDC member *Kapesa*¹ (in TA M'bang'ombe) have been especially helpful in mobilizing families and children.

Tobacco companies including JTI, Alliance One, and Limbe Leaf have played a major role. They provide personal protective equipment (PPE) every year, including masks, goggles, rain coats and gloves, and use field days to share messages on worker rights, child labour, and gender. Although they do not provide footwear, their involvement still complemented the project well.

Role of Local NGOs in Strengthening Coherence and Complementarity. Local NGOs played an important role in deepening technical collaboration and expanding support available to vulnerable groups across project areas. Their engagement complemented project efforts by providing specialized services, strengthening referral pathways, and enhancing community-level protection systems. For example, in Lilongwe, Good Youth (*formerly* Landirani) partnered with community structures to support children with disabilities—illustrating how **local NGOs** such as CYESE, GHO, and others contributed targeted expertise that reinforced the project's overall coherence and broadened its reach.

9.2.3. Information Flow and MEL System Weaknesses

While coordination is strong, the information flow between partners remained uneven at times, particularly regarding follow-up on reported cases and feedback loops with communities. These gaps suggest the need for a more structured monitoring, evaluation, and learning (MEL) system to ensure consistent reporting, documentation, and response vis-à-vis coordination, learning and adaptation (CLA). The project's MEL framework and data-flow map were not fully developed at the design stage, limiting the ability to track results across the full theory-of-change pathway. This gap made it necessary to include an individual beneficiary survey as a complementary element in this evaluation.

¹ A CPC/CCLC member's steadfast advocacy for "no child labour—go to school" has become a local hallmark. Known for starting his rounds at 5 a.m. to mobilize children, his influence is so strong that learners at M'bang'ombe School signal his approach with a familiar phrase: "*The Volunteer is coming.*" See case study 1-text box for details.

The design emphasized policy and institutional outcomes but lacked a sufficiently layered system capable of capturing data from:

- individual workers and farmers (input level)
- cooperatives and farmer groups (output level)
- district and national structures (outcome level)
- ILO global reporting structures (impact level)

Stakeholders pointed to the need for harmonized data collection tools across all consolidation points. The Union’s engagement with Village Development Committees (VDCs), the Social Welfare Department, and community-based organizations (e.g., *Uchindami* CBO in DIMI Zone) reflects strong structural linkages; yet, tracking progress against action plans remained a challenge due to MEL limitations.

9.2.4 Enhanced Alignment Across Institutional Partners

Stakeholders consistently reported that the ADDRESS programme strengthened coordination across the broader labour and child protection ecosystem. Key institutions—including TOAWUM, the District Labour Office, Ministry of Trade officials, MCTU, TAMA, and other relevant partners—were said to engage more regularly and systematically than before. This collaborative environment contributed to greater alignment in messaging, improved information flow, and harmonized training content on labour rights, contractual standards, and child labour issues across implementing partners. As a result, programme interventions were perceived as more coherent, mutually reinforcing, and responsive to local needs.

The project demonstrated strong coherence and complementary action across community structures and partner initiatives. In Mzimba, for example, the Luwerezi TUAWUM Union Chairperson highlighted effective collaboration with the COIDA in the Project, local cooperatives established by Total Land Care (Mujikole and Chihepa cooperatives), and Social Welfare–initiated Child Protection Committees. These cooperatives support members with collective marketing and input loans, while child protection structures work jointly with the union to promote school attendance, prevent early marriages, and address child labour across sectors. This interconnected ecosystem illustrates how multiple actors reinforce project objectives and extend their reach beyond tobacco alone.

Likewise, the M’bawa Cooperative in Kapiri, Mchinji works closely with six other cooperatives established by NASFAM, CICOD and TAMA, creating a broader network for knowledge sharing and intra-business collaboration. Through this network, farmers access essential skills and technical support that enhance productivity and reduce food insecurity. The cooperative structure also

enables members to secure input loans more easily and engage in collective marketing, which strengthens their bargaining power and improves market returns. This interconnected system supports portfolio growth, promotes sustainability, and reinforces the long-term viability of farmer-led enterprises.

9.3. Effectiveness of the ADDRESS Project

The effectiveness of the project was assessed against four intended outcomes, each defined in the project design and measured through a set of corresponding indicators. These outcomes reflect the project's strategic objectives and provide the framework for evaluating its contribution to addressing decent work deficits in Malawi's tobacco sector.

- **Outcome 1:** Strengthening institutional and individual capacity among government, employers, and workers' organizations to effectively formulate and implement policies that address decent work deficits in tobacco-growing and the broader agriculture sector.
- **Outcome 2:** An improved enabling policy environment facilitates the tripartite constituents' efforts to address decent work deficits and promote decent work and access to labour rights in the rural economy.
- **Outcome 3:** Government and social partners have stronger capacity to engage in effective social dialogue and improve their outreach, organization, and collective action.
- **Outcome 4:** Decent work deficits identified and mitigated in the sector, leading to measurable improvements in working conditions in targeted tobacco-growing districts.

The following visual summary presents a consolidated snapshot of key achievements across the four outcome areas, offering a clear and accessible entry point into the detailed effectiveness analysis that follows.



In the following subsections, each outcome is examined in detail, with evidence presented against its respective indicators to determine the project's overall effectiveness.

9.3.1 Outcome 1: Strengthening Institutional and Individual Capacity

Outcome 1 focused on strengthening institutional and individual capacity among government, employers, and workers' organizations to effectively formulate and implement policies that address decent work deficits in tobacco-growing and the broader agriculture sector. The evaluation assessed this outcome against four interlinked indicators: (i) the percentage of stakeholders demonstrating increased knowledge of decent work principles; (ii) the proportion of institutions integrating decent work into policies, strategies, or training; (iii) the percentage of trained staff applying this knowledge in their roles; and (iv) qualitative evidence of strengthened policy formulation or implementation.

Stakeholders demonstrating increased knowledge of decent work principles.

Training participation across the districts was substantial, with 76.9% of the workers attending workers' rights sessions, 72.4% receiving occupational safety and health (OSH) training, and 66.3% participating in child labour awareness sessions. District-level analysis reveals that Lilongwe recorded the highest participation across all three training areas, with 84.8% of respondents

trained in workers' rights, 83.3% in OSH, and 63.6% in child labour. This suggests a well-coordinated delivery model, likely involving a mix of NGOs, government, and cooperative actors, and positions Lilongwe as a potential benchmark for replication. Mchinji followed closely in OSH (72.7%) and child labour training (36.4%), though its workers' rights training coverage was comparatively lower at 63.6%.

Kasungu demonstrated strong uptake in workers' rights (75.0%) and child labour training (25.0%), but lower OSH training (67.5%). This suggests a need to reinforce safety-specific modules, particularly in informal or seasonal work settings. Mzimba, while showing moderate participation in workers' rights (67.5%) and child labour training (34.7%), had the lowest OSH training coverage at 61.2%. This points to potential delivery gaps, especially in reaching remote or less organized worker groups.

Statistical testing supports these observations. The Pearson Chi-Square test for OSH training ($\chi^2 = 7.487$, $p = 0.058$) approaches significance, suggesting that district-level variation in OSH training uptake may not be random and could be influenced by programme delivery patterns or structural access barriers. Similarly, union-based training showed a significant linear-by-linear association ($p = 0.026$), indicating a declining trend in access that warrants strategic attention.

Crucially, training participation translated into tangible behavioural and social change. Among the 132 respondents who received some form of training, 51.5% stated that the training changed how they work, while 47.7% shared knowledge with others in their communities. Only one respondent (0.8%) reported no change.

Behavioural and social changes due to project trainings



After the training, I now insist on written contracts before starting seasonal work reported one of the workers.



I keep proper records of inputs and repayments, which has reduced disputes with farm owners.

confirmed one of the tobacco estate employers.



Women in our cooperative now speak up in meetings because we shared the training materials with them reported the Cooperative chair.



I used community radio to explain tenancy abolition to others in my village

explained one of the TUAWUM members.

These findings confirm that training not only increased awareness but also catalysed behavioural and social impact. FGDs confirmed that many workers in the Tobacco estates are more aware and ready to engage their employers about decent working conditions.

“... We have encouraged all our members to establish trade unions as platforms for expressing grievances and presenting suggestions to employers...,” remarked the Malawi Congress of Trade Unions.

District-level patterns reinforce this conclusion. Mzimba, despite having the lowest OSH training coverage, showed the highest share of participants who changed how they work (68.8%), signifying that even limited training, when well-targeted, can yield strong behavioural outcomes. Mchinji led in peer-to-peer knowledge sharing (64.3%), reflecting strong community engagement and possibly more cohesive structures. Lilongwe and Kasungu showed balanced outcomes, with 50% of trained respondents in each district reporting both personal and social change.

The evaluation identified notable differences in the level of knowledge and understanding of project-supported themes among union branch members. Although overall awareness of workers’

rights, labour standards, and tenancy labour abolition improved across the participating groups, it is important to highlight that these variations are largely attributable to the timing of members' enrolment in the union structures. Members joined at different points in the project cycle—some at inception, others midway, and others toward the end—resulting in uneven exposure to trainings and sensitization activities. Consequently, those who joined earlier demonstrated deeper knowledge, while later entrants had more limited opportunities to benefit from the full cycle of capacity-building interventions. This context is critical for interpreting the observed differences in knowledge levels across union branches.

Institutions integrating decent work into policies, strategies, or training

Out of 14 stakeholders assessed, 71.4% reported integrating decent work principles into their policies, strategies, or practices (**Table 5**). These included cooperatives, government departments, workers' organizations, training institutions, and community-based structures such as child labour watch committees and village development committees. Integration efforts ranged from updating internal policies and training curricula to implementing operational practices like child labour monitoring, grievance handling, and occupational safety protocols.

Table 4: Stakeholder Integration of Decent Work Principles

Stakeholder Name	Type	Integrated Decent Work?
Malawi Congress of Trade Unions (MCTU)	Workers' Organization	✓ Yes
Tobacco Cooperatives	Farmer-led institutions	✓ Yes
Tobacco Control Commission	Regulatory Authority	✓ Yes
Centre for Youth Empowerment and Civic Education (CYECE)	Civil Society Organization	✓ Yes
District Labour Offices (e.g., Kasungu, Mzimba, Mchinji and Lilongwe)	Government Authority	✓ Yes
Agricultural Extension Planning Area (EPA) teams	Extension Services	✓ Yes
Tobacco and Allied Workers Union of Malawi	Worker's organisation	✓ Yes
Civil Society Coalition on Child Labour	Civil Society network	✓ Yes
TAMA Farmers Trust	Farmers' Association	✓ Yes
Employers' Association of Malawi	Employers' Association	✓ Yes

Alliance One, Limbe Leaf, Japan Tobacco Int'l	Private Sector Leaf Buyers	✗ No (limited integration)
Independent Tobacco Estates	Private Farm Operators	✗ No
Informal Youth Clubs	Informal Community Group	✗ No
Seasonal Labour Groups	Informal Labour Entity	✗ No

However, integration appears limited among private sector leaf buyers and independent tobacco estates, where decent work deficits persist due to unclear contract terms and reliance on informal labour. Similarly, informal youth clubs, cooperatives and seasonal labour groups have not yet institutionalized decent work practices, largely due to structural and engagement barriers.

9.3.2 Outcome 2: Enabling Policy Environment

Outcome 2 assessed the extent to which an improved enabling policy environment facilitated tripartite constituents' efforts to address decent work deficits and promote labour rights in the rural economy. The evaluation assessed progress under Outcome 2 against two key indicators: first, the extent to which policy reforms were initiated or adopted to address decent work deficits in the tobacco sector; and second, the degree to which stakeholders perceived the policy environment as becoming more supportive of labour rights and decent work in tobacco-growing communities.

Policy reforms initiated or adopted that address decent work deficits

At the national level, beyond contributing to the abolition of the tenancy system, stakeholders—including the Ministry of Labour, the Tobacco Commission, and TAMA Farmers Trust—acknowledged that Malawi had long lacked a formal, consolidated policy framework on child labour and hazardous work redress systems. This gap had historically limited coordinated action, clear guidance for enforcement agencies, and alignment across sectors. The project's work in strengthening dialogue, evidence generation, and institutional engagement helped bring greater visibility to this policy gap and contributed to renewed momentum toward establishing a comprehensive national child labour policy. This gap contributed to widespread



TAMA Farmers' Trust staff holding their Child Labour Policy

perceptions that limited efforts were being made to eliminate child labour in the tobacco industry. As a result, some potential buyers, particularly from the United States, avoided purchasing Malawi's tobacco, citing concerns that it was produced using child labour.

Through the ADDRESS project, significant progress was made in initiating institutional responses. By the time of the evaluation, both the Tobacco Commission and TAMA Farmers Trust had developed dedicated child labour policies. Furthermore, discussions were well advanced toward the formulation of a comprehensive national Child Labour Policy, marking a critical step toward addressing buyer concerns and strengthening Malawi's commitment to decent work standards.

At the district level, Labour Offices across the four implementation areas revised their inspection protocols to incorporate indicators on child labour and tenancy-related exploitation. These enhancements have strengthened local enforcement capacity and improved the responsiveness of labour inspections in tobacco-growing communities. At the national level, the Ministry of Labour is actively developing a dedicated labour policy for the tobacco industry in collaboration with key stakeholders, aiming to institutionalize decent work standards across the sector. In parallel, the Tobacco Control Commission (TCC) initiated consultations to align its licensing procedures with decent work compliance, including child labour screening and cooperative registration reforms. Both TCC and TAMA Farmers Trust have led the revision of their respective child labour policies, reinforcing sector-wide commitment to rights-based approaches and regulatory accountability.

Workers' organizations such as TUAWUM and MCTU played a pivotal role in national policy advocacy. Their joint efforts contributed to the drafting of the Employment Contract for the workers in the tobacco industry, which seeks to abolish the tenancy labour system—a major source of forced and child labour. These unions also intensified their engagement in social dialogue platforms, ensuring that workers' voices are reflected in policy decisions. However, some farmers and TOAWUM cum

“... We are concerned about the limited ‘voice-representation’ of TOAWUM in advocating for the interests of workers who are also tobacco farmers, particularly regarding market dynamics and pricing. It is difficult to understand why prices for ‘Virginia’ or flue-cured tobacco—and even Burley—are significantly higher in Zambia than in Malawi, despite the fact that the same companies buy tobacco in both countries. Some farmers here resort to selling their tobacco in Zambia through informal routes because they can earn up to MWK12,000 per kilogram for Virginia tobacco, paid in cash upon delivery. In contrast, prices in Malawi average around MWK5,000 per kilogram, and farmers often wait a long time to receive their payments from registered buyers. Moreover, most tobacco marketing and pricing policies in Malawi are set by officials in offices, with minimal input from farmers, even though they are the ones most affected by these decisions....”— CCLC Chairperson, Mchinji.

MCTU members reported that their representation in market processes—particularly in tobacco price negotiations with TC—remains limited.

Civil society actors like CYECE and the Civil Society Coalition on Child Labour (CCLC) integrated decent work themes into community sensitization campaigns and school outreach programs. These initiatives led to increased awareness and reporting of child labour cases, with several referrals made to protection services. At the grassroots level, tobacco cooperatives such as the Kasungu Growers Union and Mchinji Farmers Union revised their bylaws to prohibit child labour and introduced grievance redress mechanisms for their members.

Stakeholders perceiving the policy environment as more supportive in the Tobacco Sector

Stakeholder feedback across the four districts indicates moderate but more supportive working conditions, particularly in relation to safety, equipment, and rights awareness. These perceptions offer valuable evidence for policy refinement and targeted reinforcement under **Outcome 2**.

Across the full sample ($n = 199$), 48.2% of respondents reported improved safety and equipment, with the highest positive responses in Kasungu (55.0%) and Mzimba (53.1%), followed by Mchinji (47.7%) and Lilongwe (40.9%). While the overall distribution was not statistically significant ($\chi^2 = 2.613$, $p = 0.455$), the consistency of responses across districts suggests that safety-related interventions—such as provision of protective gear and workplace inspections—are being recognized by workers.

More notably, 72.4% of respondents reported increased awareness of labour rights, with statistically significant variation across districts ($\chi^2 = 9.303$, $p = 0.026$). Lilongwe (81.8%) and Mzimba (75.5%) led in rights awareness, followed by Mchinji (70.5%) and Kasungu (55.0%). The strength of this association (linear-by-linear $p = 0.015$) confirms that rights-based training and outreach have had a measurable impact, particularly in districts with stronger NGO and cooperative presence.

In terms of child labour visibility, 52.3% of respondents reported fewer cases in their communities, with the highest reductions observed in Mzimba (71.4%) and Mchinji (61.4%). The association between district and perceived reduction in child labour was statistically significant ($\chi^2 = 15.579$, $p = 0.001$), reinforcing the effectiveness of community-level monitoring and awareness campaigns. The linear-by-linear association ($p = 0.022$) further suggests a directional trend toward improved child protection outcomes.

Conversely, only 13.6% of respondents reported no change in working conditions, and just 4.5% perceived a worsening of conditions. These low figures, though unevenly distributed, suggest that the majority of stakeholders recognize some level of progress. The “no change” category was significantly associated with district ($\chi^2 = 11.027$, $p = 0.012$), with Kasungu (25.0%) and Lilongwe (18.2%) showing higher levels of stagnation. This may reflect unmet expectations or uneven implementation of reforms.

Finally, only 1.5% of respondents were unsure about changes in working conditions, with uncertainty concentrated in Kasungu and Mchinji. The linear-by-linear association ($p = 0.035$) suggests that uncertainty declines with stronger programme visibility and engagement, reinforcing the importance of transparent communication and participatory monitoring.

9.3.3 Outcome 3: Strengthened Capacity for Social Dialogue

Outcome 3 examined the extent to which government and social partners developed stronger capacity to engage in effective social dialogue and to improve their outreach, revitalization of and capacity development of partner organizations, and collective action. The evaluation focused on two key indicators: first, the level of stakeholder participation in representative structures; and second, the extent to which participants reported improvements in the quality and inclusiveness of dialogue processes.

Stakeholders Participation in Representative Structures

Across the sample of 199 respondents, 21.1% reported being members of trade unions, 34.7% belonged to farmer cooperatives or associations, and 19.6% participated in village development committees (VDCs). These figures reflect moderate engagement in representative structures, with notable variation across districts and demographic groups.

Trade union membership was highest in Kasungu (42.5%), followed by Mzimba (22.4%), Mchinji (20.5%), and Lilongwe (7.6%). The association between district and union membership was statistically significant ($\chi^2 = 18.316$, $p = 0.000$), confirming that union presence and uptake vary meaningfully across regions. The Kasungu district’s high participation may reflect stronger union mobilization or historical organizing and also value attached to tobacco farming in the area, while Lilongwe’s low uptake suggests limited union penetration despite its urban profile.

Farmer cooperative membership was most prominent in Mzimba (42.9%) and Kasungu (42.5%), followed by Lilongwe (30.3%) and Mchinji (25.0%). This pattern suggests that cooperative structures are more embedded in rural and production-intensive districts. While the overall

distribution was not statistically significant, the consistent engagement in Mzimba and Kasungu points to strong institutional presence and community buy-in.

Participation in village development committees was highest in Lilongwe (25.8%) and Mzimba (26.5%), with lower engagement in Kasungu (10.0%) and Mchinji (11.4%). The association approached significance ($\chi^2 = 7.316$, $p = 0.062$), and the linear-by-linear test was significant ($p = 0.014$), indicating a directional trend toward stronger VDC engagement in urbanizing or policy-active districts. These structures appear to be more accessible in areas with active decentralization and local governance initiatives.

Despite the presence of these structures, 51.8% of respondents reported no affiliation with any representative body, with highest non-membership in Mchinji (59.1%) and Lilongwe (54.5%). This suggests that while platforms exist, barriers to participation—such as lack of awareness, eligibility, or perceived relevance—remain. The “none” category was not statistically significant ($\chi^2 = 3.378$, $p = 0.337$), but the trend underscores the need for inclusive outreach.

Gender analysis reveals that **male** respondents were more likely to be union members (**24.3%**) compared to **female** respondents (**17.5%**), reflecting gendered access to formal representation. Cooperative membership was also higher among males (38.2%) than females (30.1%), while VDC participation was more evenly distributed across genders. These gaps suggest that women may face structural or cultural barriers to joining formal bodies, despite their active roles in community development.

Age-wise, respondents aged 25–34 and 35–49 showed the highest rates of union and cooperative membership, suggesting that mid-career workers are more engaged in formal structures. Youth under 24 had the lowest participation across all categories, reinforcing the need for targeted inclusion strategies and youth-friendly entry points into representative platforms.

Overall, the evaluation found that the project made substantial contributions to revitalizing sectoral union structures and strengthening platforms for social dialogue within the tobacco sector. The establishment and operationalization of Social Dialogue Committees (SDCs) at community provided a formal mechanism for workers, employers, local authorities, and traditional leaders to collectively address labour rights issues, tenancy labour concerns, and emerging workplace grievances. These committees not only enhanced communication between parties but also created a trusted space for resolving disputes and promoting awareness of labour standards.

Participants reporting improved dialogue quality or inclusiveness

A total of 72.9% of respondents reported feeling more informed about their rights as workers compared to two years ago, indicating a significant shift in stakeholder engagement and dialogue. District-level analysis shows that Mzimba (83.7%) and Kasungu (75.0%) had the highest proportions of respondents who felt more informed through the social dialogues, followed by Lilongwe (69.7%) and Mchinji (63.6%). Although the variation across districts was not statistically significant ($\chi^2 = 5.218$, $p = 0.157$), the high levels of perceived improvement suggest that policy messaging and rights education have reached a critical mass.

When disaggregated by source of information, training sessions and **dialogue meetings were the most influential, cited by 56.4% of respondents**. This was especially strong in Mzimba (81.8%) and Kasungu (51.4%), confirming the effectiveness of structured, face-to-face engagement. The association between district and training-based awareness was statistically significant ($\chi^2 = 23.995$, $p = 0.020$), **reinforcing the need to sustain and scale these platforms**.

Radio and posters were the second most cited source, reaching 21.0% of respondents, with highest uptake in Mchinji (30.0%) and Lilongwe (25.0%). The association between district and media-based awareness was highly significant ($\chi^2 = 19.040$, $p = 0.000$), suggesting that mass communication remains a powerful tool for rights dissemination, particularly in areas with limited training access.

Union and cooperative platforms contributed to awareness for 15.5% of respondents, with strongest influence in Kasungu (24.3%) and Lilongwe (20.0%). While overall participation in union-led awareness was lower, the linear-by-linear association was statistically significant ($p = 0.013$), indicating a directional trend that could be strengthened through targeted investment in worker representation structures.

Only 9.0% of respondents reported no change, and 1.0% were unsure, suggesting that the vast majority of stakeholders recognize some level of improvement in the policy environment. These low figures, combined with the high uptake of training and media-based awareness, affirm that the programme has successfully shifted perceptions and improved access to rights information. Further, qualitative evidence of improved trust, coordination, and behavioural responsiveness is presented in the subsequent sections of this chapter (**Behavioural and Institutional Outcomes**).

9.3.4 Outcome 4: Addressing Decent Work Deficits in Tobacco-Growing Districts

Outcome 4 focused on the extent to which decent work deficits were identified and mitigated in the tobacco sector, with particular attention to measurable improvements in working conditions across targeted districts. The evaluation assessed progress against three key indicators: first, improvements in the **working conditions of tobacco sector workers**; second, the extent to which **workplace violations were addressed and workers gained access to grievance mechanisms**; and third, **qualitative evidence of improved workplace practices**, including changes in awareness, behaviour, and compliance with labour standards.

Working conditions of the Workers

Out of 199 respondents, 71.4% reported having a written contract or agreement for their work, confirming substantial progress in formalizing labour arrangements across the tobacco sector. This is a key marker of decent work and legal protection, aligning with Outcome 2 objectives. The remaining 27.6% had no contract, and 1.0% were unsure, indicating that informal arrangements still persist and require targeted attention.

As displayed in **Figure 1**, district-level analysis reveals that Lilongwe leads in contract coverage at 83.3%, followed by Mchinji (72.7%), Kasungu (67.5%), and Mzimba (61.2%). Gender disaggregation shows that male respondents were more likely to have contracts (73.9%) compared to female respondents (68.2%), with the widest gender gaps observed in Kasungu and Mzimba. Lilongwe showed the most equitable distribution, with both genders above 80%. The district-level variation was statistically significant ($\chi^2 = 18.316$, $p = 0.000$), confirming that contract access is not evenly distributed and may be influenced by employer type, programme presence, or local enforcement.

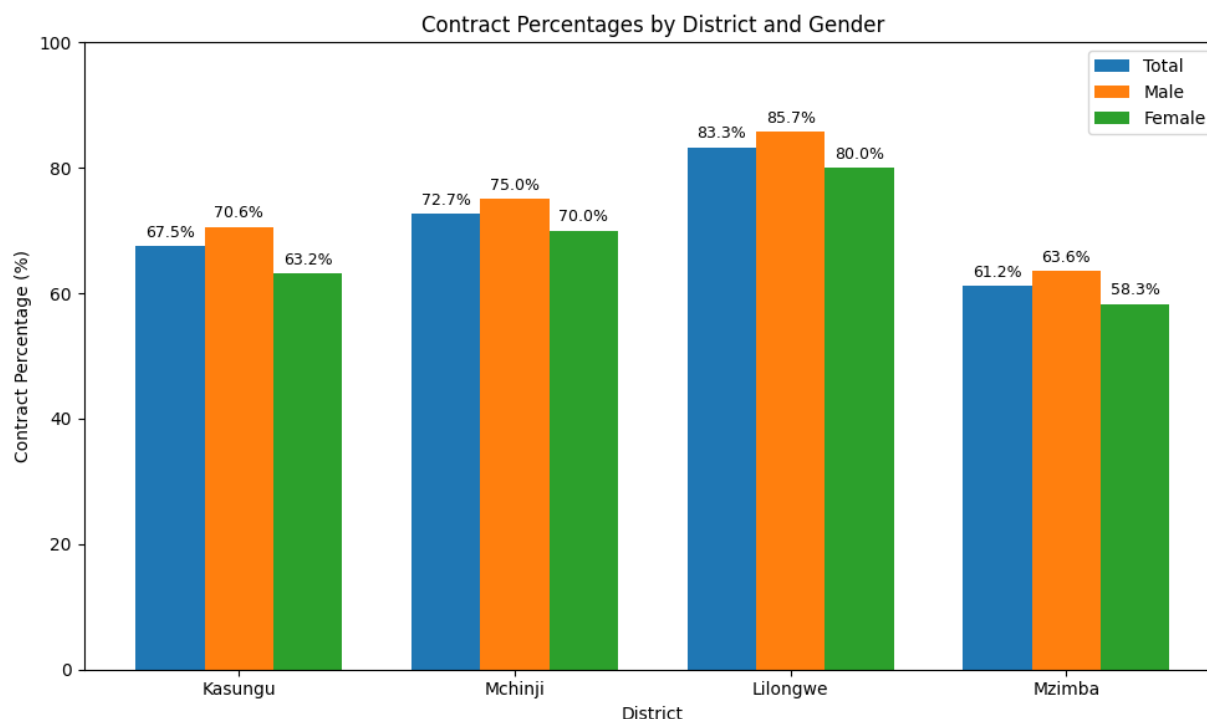


Figure 1: Respondents that reported having a written contract or agreement for their work

Among those with contracts ($n = 142$), the majority (70.4%) received their contract from a tobacco company, while 23.2% cited “other” sources, and only 5.6% received contracts from estate owners. A negligible 0.7% were contracted through cooperatives or associations. This distribution confirms that contractual formalization is largely driven by corporate actors, with limited involvement from producer organizations or estate-level employers.

Encouragingly, 99.3% of contracts were explained in the local language, and 95.8% of respondents fully understood the terms before signing. Only 4.2% reported partial understanding, and just one respondent indicated the contract was not explained. These figures reflect strong compliance with communication standards and reinforce the programme’s emphasis on informed consent and transparency.

In terms of working hours during peak season, 64.3% of respondents reported working 6–8 hours per day, while 17.1% worked 9–12 hours, and 2.0% exceeded 12 hours daily. A smaller group (16.6%) worked less than 6 hours. These figures suggest that while most workers operate within standard limits, a significant minority experience extended hours, which may require closer monitoring for compliance with labour standards.

Despite the prevalence of long hours, only 16.0% of respondents reported receiving any form of overtime compensation—with 7.5% always compensated, 8.5% sometimes, and 4.5% never. A striking 79.4% indicated that overtime was not applicable, which may reflect either non-recognition of overtime or lack of formal tracking. This gap between working hours and compensation points to a critical area for policy enforcement and employer accountability.

On workplace safety, 76.4% of respondents confirmed receiving protective gear, while 23.6% had none. This suggests that occupational safety standards are being implemented in most cases, but nearly one-quarter of workers remain exposed to risk. Given the nature of tobacco production—including exposure to agrochemicals and physical hazards—this figure warrants targeted follow-up to ensure universal coverage.

Inclusive Development & Non-Discrimination (including PwDs): Sensitization efforts improved awareness of disability rights, however persons with disabilities remain underrepresented in social dialogue platforms and intervention groups such as cooperatives. While CCLC support helped reduce stigma—particularly for children with disabilities—access to vocational and livelihood opportunities remains limited by structural barriers. Inadequate disability-disaggregated data further constrains the project’s ability to assess equity outcomes for PwDs. This underscores the need to strengthen gender- and disability-inclusive governance by adopting inclusive leadership standards, ensuring accessible grievance and support mechanisms, and partnering with disability actors to enhance identification, accommodations, and accessibility interventions.

Workplace Violations and Access to Grievance Mechanisms

Stakeholder feedback reveals that workplace violations remain widespread across all districts, with 63.3% of respondents reporting delayed or unpaid wages, 46.2% citing unsafe working conditions, 35.2% experiencing or witnessing verbal, physical, or sexual abuse or harassment, and 55.8% reporting the use of child labour (**Figure 2**). Only 27.6% of respondents indicated that none of these violations had occurred, confirming that nearly three-quarters of workers have experienced or observed at least one form of abuse or non-compliance.

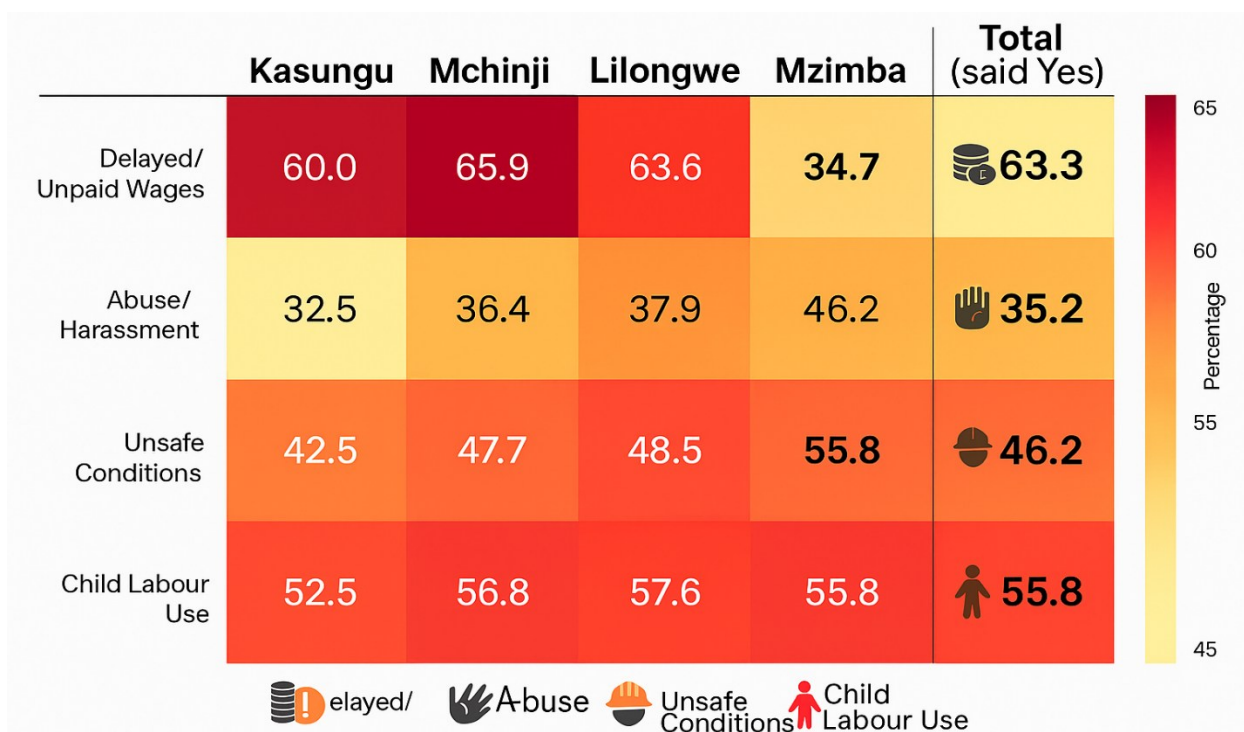


Figure 2: Percentage of Respondents Reporting Workplace Violations, by District

The consistency of violations across districts suggests that no single region is exempt, and that programme interventions must be comprehensive, multi-stakeholder, and district-specific to address the full spectrum of risks. Lilongwe and Mchinji show slightly higher incidence across most categories, indicating potential hotspots for targeted enforcement and support. Among those who experienced violations ($n = 144$), only 42.4% reported the issue, while 57.6% did not. Of those who reported, 93.4% said the problem was resolved, while the remaining 6.6% faced inaction, threats, or unresolved outcomes. These figures suggest that reporting can be effective, but uptake remains low due to structural and psychological barriers.

When asked where they would report a problem, only 11.1% identified their employer or supervisor, and 19.1% cited a union or cooperative. In contrast, 60.3% said they would report to a local committee or government office, indicating that community-level structures are the most trusted and accessible grievance channels. However, 31.7% of respondents said they had no idea where to report, underscoring a critical gap in awareness and access.

Further analysis shows that among those who faced a problem ($n = 136$), 54.4% reported and received help, while 6.6% reported but received no help. Alarming, 11.0% did not report because they didn't know where to go, and 27.9% were afraid to report, suggesting that fear and lack of

information are major deterrents to grievance uptake. **These findings highlight the need for confidential, accessible, and well-publicized grievance mechanisms.**

Similarly, qualitative evidence from FGDs and KIIs indicated gradual improvements in workplace practices, though significant decent work deficits still remain. Workers cited low wages, insecure or contract-less employment, and limited union or cooperative support as their most pressing concerns, highlighting persistent gaps in fair remuneration, social protection, and representation. Issues such as long working hours, unsafe conditions, and limited access to services appeared less frequently in structured responses but were emphasized in open-ended discussions. Climate-related shocks also emerged as a major constraint, undermining productivity, income stability, and overall livelihood security in tobacco-growing communities.

9.3.5 Additional Findings on Effectiveness

Beyond the four intended outcomes, the evaluation also identified a set of complementary achievements and constraints that shaped the project's overall effectiveness. These findings highlight behavioural and institutional changes, operational achievements, progress in occupational safety and health (OSH), as well as implementation gaps that influenced the depth and sustainability of results.

Behavioural and Institutional Outcomes

The evaluation revealed several important behavioural and institutional changes that demonstrate the project's contribution to shifting practices and strengthening community structures. Chiefs, Community Child Labour Committees (CCLCs), and cooperatives played a pivotal role in promoting mindset change, helping communities move away from tenancy-based labour practices toward arrangements that uphold decent work principles. This transformation was reinforced by enhanced labour rights awareness, with approximately 30 cooperative members per cooperative trained as trainers-of-trainers (ToTs). These individuals cascaded knowledge to nearly all cooperative members, ensuring widespread understanding of labour rights at the grassroots level.

Gender equity emerged as a notable achievement. The introduction of individualized labour contracts reduced gender bias and ensured equal recognition for both men and women workers. Workers demonstrated improved literacy in interpreting contracts, renegotiating terms, and ensuring that household labour contributors—particularly women—signed their own contracts and received wages directly. This strengthened women's economic agency and contributed to more gender-responsive household change, including stronger control over finances, participation in savings groups, and more equitable household decision-making.

Employers increasingly provided improved labour conditions, including better housing—often brick structures—and basic medical support to workers. Functional community structures were also established, with active subcommittees on child protection, finance, production, and discipline enhancing accountability and governance at the local level. Cooperatives diversified into new value chains and strengthened collective marketing, thereby expanding socio-economic livelihoods and improving resilience to climate and market shocks.

The evaluation further noted enhanced bargaining power and accountability among workers. Employees increasingly asserted their rights, such as demanding overtime pay and refusing unsafe tasks, while employers demonstrated improved compliance with labour standards. Awareness campaigns and monitoring by Child Protection Committees (CPCs) contributed to a positive shift in child welfare norms, reducing children’s involvement in tobacco-related tasks and increasing school attendance. Workers also reported greater freedom of association, supported by improved employer–worker relations and more transparent dialogue.

Despite these achievements, challenges were observed in the transition from lump-sum to monthly wage payments. While intended to improve financial stability, this shift introduced financial-management difficulties for some households, contributing to food insecurity. Moreover, economic pressures and farm-level profitability constraints limited employers’ ability to consistently meet the statutory minimum wage, thereby threatening the full application of decent work principles.

Operational Achievements

The evaluation identified several operational achievements that demonstrate the project’s effectiveness in strengthening systems and practices at both community and institutional levels.

A key innovation was the **Training-of-Trainers (ToT) model**, which proved highly effective in enhancing community ownership and ensuring cost-effectiveness. By equipping selected cooperative members with skills to train others, the project created a sustainable mechanism for cascading knowledge on labour rights and decent work practices across communities.

The adoption of **formalized labour contracts** across target areas marked a significant step toward transparency and fairness in employment relations. Cooperatives and farm owners increasingly embraced written contracts, which improved adherence to rights-based employment practices and reduced exploitation risks.

Strong **community engagement** was another notable achievement. Chiefs and local leaders actively supported project initiatives, including awareness campaigns, income-generating activities, and the establishment of community bye-laws aimed at protecting children from hazardous labour. This engagement reinforced local accountability and strengthened the social fabric around child protection.

The project also advanced **gender inclusion and leadership**, actively promoting women's participation across community structures. Women gained visibility and influence in decision-making processes, particularly in child labour prevention and the promotion of decent work, thereby contributing to more equitable community governance. Workers reported **tangible improvements in accommodation**, with some employers upgrading housing to brick structures in response to increased awareness of fair labour practices. These improvements reflected growing recognition of decent living conditions as part of fair employment standards.



Source: Project Labour Inspection Reports

Through its interventions, the ADDRESS project significantly **strengthened union capacity and community collaboration**. The Tobacco Tenants and Allied Workers Union (TOAWUM) enhanced its ability to support workers, improve employer responsiveness, and monitor child labour. This was complemented by community campaigns, CPC–union collaboration, and targeted training, which collectively reinforced worker protection.

Finally, the project contributed to **Labour Office institutional development**. District Labour Offices, despite operating under constrained government funding, increasingly formalized child-labour monitoring and response systems. For example, the Mchinji District Labour Office institutionalized a Child Labour Monitoring System and began developing a tool to track and trace cases, demonstrating growing local capacity to sustain child-protection efforts.

Operational Safety and Health (OSH)

The project was reported to have strengthened workplace safety in tobacco production by raising awareness of occupational hazards and promoting safer practices across both field and mechanized activities. Participants highlighted several tangible improvements. Union members noted that workers are now empowered to refuse unsafe or strenuous tasks, challenging assignments that lack proper protection. This reflects stronger OSH awareness and enforcement at farm level. In addition, the elimination of children's involvement in hazardous tasks—such as handling wet tobacco leaves—was cited as a key achievement. This reduced exposure to risks such as Green Tobacco Sickness and marked a significant step forward in protecting child workers from occupational hazards.

Implementation Gaps that Affected Project Effectiveness

Despite these achievements, the evaluation identified several implementation gaps that moderated effectiveness and limited the full realization of outcomes. Stakeholders emphasized that sustaining behaviour change remains a challenge without ongoing external monitoring. Improvements in child labour monitoring and worker empowerment rely heavily on continuous engagement by CPCs and unions, raising concerns about sustainability once project support is withdrawn.

Committees such as CCLCs also reported operational challenges, including inadequate transport (such as pushbikes), limited visibility tools (project-branded attire), insufficient data collection devices, and restricted opportunities for peer-learning exchanges across districts. These constraints reduced the efficiency and reach of monitoring activities.

Another gap was the weak linkage with private sector buyers. Community structures e.g. Cooperatives and Unions' limited affirmative collaboration with tobacco companies curtailed opportunities for advocacy support and market-based reinforcement of decent work standards, which could have amplified project impact. Finally, inconsistent review mechanisms were noted. Joint review meetings were not conducted regularly, limiting adaptive programming and reducing opportunities to integrate feedback across the project cycle. Future ILO level efforts to support strengthened collaboration and engagement with the tobacco sector as a whole—via regulatory agencies (e.g., Tobacco Commission), growers' associations, or farmers' unions while influencing decent work labour practices.

9.4 Project Efficiency

This section assesses the efficiency of the ADDRESS Project by examining how well financial, human, and technical resources were utilized; the timeliness and cost-effectiveness of implementation; and the operational constraints that influenced overall value for money. It further evaluates whether gender-inclusion budgeting and risk-management mechanisms adequately supported efficient delivery.

9.4.1 Resource Utilization

The project demonstrated good efficiency in resource utilization, particularly through the Training-of-Trainers model, which enabled broad knowledge dissemination at low cost. Joint delivery of training by multiple partners reduced duplication, streamlined logistics, and ensured that workers received comprehensive information in a single coordinated session. However, long intervals between training cycles weakened knowledge retention, highlighting the need for more frequent refresher training.

Community-driven financial management practices also strengthened efficiency and local ownership. Cooperatives such as Kanjuchi (Mzimba) and M'bawa (Lilongwe) mobilized approximately MWK 1.6 million and MWK 1.5 million respectively through member contributions. These funds were reinvested into productive assets, including land acquisition and contract-farming ventures, demonstrating how project-supported structures leveraged internal resources to build long-term economic resilience.

9.4.2 Financial and Funding Efficiency

Efficiency was affected by delayed fund disbursements, tight operational budgets, and the broader economic environment—including currency devaluation, inflation, and exchange rate losses against the NOK. Compared with other ILO-supported projects, ADDRESS operated with more limited financing, which constrained partner operations.

Union leaders and implementing partners highlighted that limited operational funds restricted essential follow-up, transport, and sustained community engagement. These constraints reduced the frequency of supervision and field support to workers, cooperatives, community committees, and CCLCs.

9.4.3 Summary of Efficiency Assessment Areas

The evaluation assessed project efficiency across all required dimensions, ensuring full coverage of efficiency-related evaluation questions for the ADDRESS Project:

a) Use of Financial, Human, and Technical Resources

Project resources were generally used efficiently, with financial and technical inputs aligned to planned outputs. Human resources were adequate, though coordination demands and capacity gaps among some partners affected timely delivery.

b) Potential for Achieving Results with Fewer Resources or Alternative Approaches

While essential results required the level of investment provided, additional efficiency gains could have been achieved through more integrated district-level coordination, streamlined training delivery, and earlier adoption of digital tools for monitoring and reporting.

c) Adherence to Implementation Schedule and Causes of Delays

Most activities were delivered close to schedule; however, delays arose from procurement bottlenecks, partner staff turnover, and shifting government and social-partner priorities.

d) Adequacy of Budget Support for Gender and Inclusion Activities

The budget sufficiently supported core gender and inclusion interventions, though stakeholders indicated that further allocations would have strengthened outreach to women in remote agricultural communities.

e) Effectiveness of the Project's Risk Management Strategy

Risk management was moderately effective, enabling mitigation of predictable risks such as coordination challenges. However, emerging risks—including institutional delays and limited community-level engagement—were not fully anticipated, affecting responsiveness in certain phases.

9.4.4 Operational Constraints

Despite the efficiencies demonstrated, several operational constraints reduced overall efficiency. Limited mobility among cooperative leaders, community committees, and CCLCs affected the speed and reach of implementation. A lack of basic transport (e.g., bicycles) limited monitoring

coverage, follow-up on child labour cases, contract-related complaints, and community sensitization efforts.

Union outreach was similarly constrained in districts with widely dispersed subzones—such as Chihope and Khorwa in Mzimba—where representatives often walked long distances for member mobilization and monitoring. Annual member contributions (averaging MWK 2,500) were insufficient to support transport or subsistence costs, limiting unions’ ability to maintain consistent field presence.

9.5 Impact Orientation

The project’s original logical framework did not include formal impact indicators to measure individual worker-level change. However, to assess the extent to which the initiative contributed to its intended long-term impact—namely, enabling government, employers, and workers’ organizations to effectively address decent work deficits and ensure access to rights, improved livelihoods, incomes, and food security—a set of proxy indicators was developed, drawing on experience from similar interventions in the agriculture and labour sectors.

The selected indicators included:

- **Percentage of stakeholders reporting improved access to labour rights** (e.g., freedom of association, occupational safety and health, fair wages).
- **Percentage of workers reporting improved livelihoods or income stability.**
- **Percentage of communities reporting reduced incidence of child labour** or adoption of policies and practices that reflect decent work principles.

In addition, the evaluation assessment captured the project’s contribution to **policy and institutional changes in the tobacco sector**, highlighting reforms that strengthened labour rights, improved enforcement mechanisms, and advanced child protection.

This sections begins with a summary of high-level achievements across four core indicators, capturing the ADDRESS Project’s impact on labour rights awareness, income stability, child labour reduction, and policy enforcement in Malawi’s tobacco sector.

- **91% of respondents** reported improved access to labour rights through training, radios, and union engagement.
- **14.1% of workers** noted better wages or work opportunities; **32.2% diversified livelihoods** via small businesses or farming.
- **96% of communities** reported reduced child or forced labour.

- The project **catalyzed national discussions** on a Child Labour Policy for the tobacco sector.
- It **facilitated enforcement of the Tenancy Abolition Act**, replacing exploitative tenancy with contract-based employment.

9.5.1 Stakeholders reporting improved access to labour rights

A total of 91% of respondents across the four targeted districts—Kasungu, Lilongwe, Mchinji, and Mzimba—reported improved access to labour rights. District-level analysis revealed that Mchinji and Mzimba led with 92.7% awareness, suggesting strong institutional presence and effective campaign delivery (**Table 6**). Lilongwe followed at 90.2%, while Kasungu trailed slightly at 88.1%, indicating potential outreach gaps or lower union/cooperative activity in that district.

Table 5: Stakeholders reporting improved access to labour rights

District	Improved Access (Yes)	Total Respondents	Percentage
Kasungu	37	42	88.10%
Lilongwe	37	41	90.24%
Mchinji	38	41	92.68%
Mzimba	38	41	92.68%
Total	150	165	91.0%

The most frequently cited source of information was training and meetings, reported by 65.9% of respondents. This was followed by radio and posters (52.3%) and union or cooperative engagement (20.0%). Only 0.9% of respondents indicated that they were still not informed about their rights, suggesting near-universal exposure to rights education across the sample. Disaggregated by gender, male respondents (72% of the sample) reported a slightly higher awareness rate (92.4%) compared to female respondents (88.6%). This modest gap may reflect differential access to training sessions, union representation, or communication channels, and suggests the need for targeted inclusion strategies for women workers—particularly those in casual or seasonal roles.

Age-wise, the 25–34 age group was the most represented (38%) and showed the highest awareness rate at 94.7%. Respondents aged 18–24 and 35–49 followed closely, with awareness levels of 90.2% and 89.5%, respectively. Workers under 18 (4% of the sample) had the lowest awareness, with 75% reporting exposure to rights information. This highlights a critical gap in outreach to younger, potentially vulnerable workers and underscores the importance of age-sensitive programming.

Overall, these evaluation findings affirm the project’s success in disseminating labour rights information through multiple channels. However, the observed gender and age disparities, along with district-level variation, suggest the need for targeted reinforcement—particularly in Kasungu and among women and youth. Strengthening union and cooperative platforms, expanding peer-led campaigns, and tailoring outreach to informal and seasonal workers will be critical to closing these gaps.

9.5.2 Workers reporting improved livelihoods and/or income stability

The analysis of responses to the question “*Have your income or livelihood conditions improved in the past two years?*” reveals that only 14.1% of respondents reported improvement through better wages or increased work opportunities, while 85.9% indicated no change (**Table 7**). However, this varied by district: Kasungu (25.0%) and Mzimba (24.5%) had the highest proportion of respondents reporting better wages or more work, while Lilongwe (4.5%) and Mchinji (6.8%) reported the lowest. The differences were statistically significant ($\chi^2 = 15.218$, $p = 0.002$), indicating that wage-related gains were unevenly distributed across districts.

Table 6: Perception of workers on their income/livelihoods conditions over the past 2 years

Sub-Indicator	% Yes	% No	Interpretation
Better wages / more work	14.1%	85.9%	Majority did not experience wage or workload improvement.
Joined cooperative / received support	16.6%	83.4%	Limited access to institutional or cooperative support.
Started small business / farming	32.2%	67.8%	One-third pursued alternative income-generating activities.
Income unstable	42.2%	57.8%	Nearly half reported volatility in income.
Cost of living increased	51.8%	48.2%	Majority experienced rising living costs.

Across the four districts, 16.6% of respondents reported joining a cooperative or receiving support. Kasungu (22.5%) and Mzimba (20.4%) recorded the highest levels of engagement, while Lilongwe (12.1%) and Mchinji (13.6%) reported comparatively lower participation. These variations were not statistically significant ($\chi^2 = 2.757$, $p = 0.431$), indicating that cooperative outreach remains limited across districts.

Despite this, several cooperatives demonstrated potential by forging production agreements with private-sector actors such as **Chibuku Products Ltd** (sorghum) and **SEEDCO** (seed multiplication).

These partnerships enhanced market access and laid the groundwork for enterprise growth, highlighting opportunities for cooperative-led integration into value chains beyond tobacco. Women's leadership within cooperatives strengthened inclusive governance structures, while youth expressed growing interest in vocational and digital skills. Together, these dynamics signal entry points for future programming aimed at expanding cooperative impact and fostering inclusive economic participation.

Across the four districts, 32.2% of respondents reported diversifying livelihoods through small businesses or farming. Kasungu (40.0%) recorded the highest uptake, followed by Mchinji (34.1%) and Lilongwe (31.8%), while Mzimba reported the lowest at 24.5%. Although these differences were not statistically significant ($\chi^2 = 2.527$, $p = 0.470$), the findings suggest that Kasungu and Mchinji may provide relatively more enabling environments for entrepreneurship.

Qualitative evidence underscored diversification and skills-building initiatives that linked households to complementary value chains, thereby broadening their economic base. Monthly wage payments and cooperative-led savings systems improved budgeting discipline and reduced vulnerability to financial shocks. Women gained greater control over contracts, expanded leadership roles in cooperatives, and increased participation in joint household financial decisions. These shifts demonstrate positive movement toward more equitable social norms and shared responsibilities within families and community structures. However, many workers particularly women still require additional financial literacy support to fully leverage these changes. Financial management training enabled households to plan more effectively for essential needs, yet the transition from in-kind support to monthly cash wages introduced new budgetary pressures for some families. This highlights the importance of complementary livelihood strengthening measures to ensure resilience and equitable benefit from diversification efforts. Furthermore, it should be put on record that during the project implementation period, social partners successfully negotiated increases in the minimum wage. These revised wage levels have since served as a benchmark for mitigating exploitative labour practices, including abusive tenancy arrangements.

Income instability was reported by 42.2% of respondents, with significant variation across districts ($\chi^2 = 19.399$, $p < 0.001$). Lilongwe had the highest rate of instability (59.1%), followed by Mchinji (45.5%) and Kasungu (40.0%). Mzimba reported the lowest instability at 18.4%, indicating relatively more predictable income flows in that district.

Cost-of-living increases were reported by 51.8% of respondents across the districts, with statistically significant differences across districts ($\chi^2 = 8.137$, $p = 0.043$). Mzimba (69.4%) and

Lilongwe (47.0%) were most affected, while Kasungu (45.0%) and Mchinji (45.5%) reported slightly lower levels of pressure. These findings suggest that inflationary effects and market volatility are more pronounced in Mzimba and Lilongwe.

Overall, the data underscores the need for district-specific strategies. Lilongwe requires urgent economic stabilization measures to address income volatility and rising costs, while Kasungu and Mchinji show potential for scaling cooperative engagement and entrepreneurial support. Mzimba’s relatively stable income conditions may offer lessons for resilience-building in other districts.

9.5.3 Communities reporting reduced incidence of child labour practices adopted that reflect decent work principles

To assess the project’s contribution to reducing child labour and promoting decent work principles, respondents were asked whether they had witnessed any changes in how child labour is addressed in their communities. A total of **96.0%** of respondents across the four target districts—Kasungu, Lilongwe, Mchinji, and Mzimba—reported observing changes in how child or forced labour is addressed in their communities (**Table 8**). This high level of reported change reflects strong programme visibility and community-level engagement with child labour mitigation efforts under Outcome 4. The highest rates of observed change were recorded in Mchinji (100%), Lilongwe (98.5%), and Kasungu (92.5%), with Mzimba following closely at 91.8%.

Table 7: Communities reporting reduced incidence of child labour by gender

District	% Reporting Positive Change
Kasungu	92.5% (94.1% M, 90.0% F)
Lilongwe	98.5% (97.1% M, 100.0% F)
Mchinji	100.0% (100.0% M, 100.0% F)
Mzimba	91.8% (84.4% M, 87.5% F)
Total	96.0% (92.4% M, 88.6% F)

Disaggregated by gender, female respondents consistently reported higher or equal levels of observed change compared to their male counterparts in most districts. In Mchinji, both men and women reported 100% awareness of change. In Lilongwe, all female respondents (100%) reported positive change, compared to 90.9% of males. In Kasungu, 100% of women and 94.1% of men observed change. Mzimba showed the widest gender gap, with 87.5% of women and 84.4% of men reporting change. **These results suggest that female respondents are not only aware of child**

labour interventions but may be more attuned to their community-level impact, possibly due to their roles in caregiving, community structures, or local monitoring.

Among those who reported change, three dominant types of improvements were cited. The most frequently mentioned was increased monitoring and reporting, with 66.0% of respondents affirming this shift. This was particularly strong in Kasungu (83.8%) and Mzimba (77.8%), and the association with district was statistically significant ($\chi^2 = 14.356$, $p = 0.002$). These results suggest that CLMS and CCLC structures are functioning effectively in these areas, contributing to improved detection and response mechanisms.

The second most cited change was greater awareness and campaigns, reported by 76.4% of respondents. This was most prominent in Lilongwe (89.2%), followed by Kasungu (73.0%) and Mchinji (72.7%). The association between district and awareness was also statistically significant ($\chi^2 = 10.084$, $p = 0.018$), confirming the effectiveness of outreach and sensitization efforts, particularly in Lilongwe.

The third category—fewer children working—was reported by 38.2% of respondents. While this behavioural change was most visible in Mzimba (44.4%) and Lilongwe (41.5%), the overall association with district was not statistically significant ($\chi^2 = 5.493$, $p = 0.139$). However, the linear-by-linear association test yielded a marginal significance ($p = 0.048$), suggesting a possible trend toward reduced child labour that may strengthen over time with continued intervention.

Qualitative findings corroborated these quantitative results, highlighting improvements in worker–employer relations, child protection, and household decision-making. Community Child Labour Committees (CCLCs) confirmed increased school attendance linked to their campaigns and monitoring activities, reinforcing stronger adherence to child-protection norms. Respondents described a shift from informal to more structured labour systems, reflected in:

- **Formalized labour relations**, with widespread use of written contracts, monthly payment schedules, and improved worker confidence in negotiating conditions.
- **Improved living and working conditions**, as some workers invested increased earnings into upgrading housing from temporary to permanent structures.
- **Child protection gains**, with children formerly engaged in farm tasks now attending school, supported by active CCLCs and improved employer compliance.
- **Gender inclusion**, with women representing nearly half of cooperative membership and holding leadership positions, strengthening inclusive governance.
- **Youth engagement**, as young people expressed interest in vocational and digital skills, signaling opportunities for future youth-focused programming.

- **Improved household collaboration**, with families reporting more joint decision-making, enhancing transparency and stability.
- **Children withdrawn from labour were supported with basic learning materials**, and communities reported a notable shift in attitudes—recognizing children’s education as a priority rather than a loss of labour. These changes reflect meaningful social transformation and stronger adherence to child-protection norms.

9.5.4 Project Contribution to Policy and Institutional Change

The ADDRESS project played a catalytic role in igniting national discussions on the development of a **Child Labour Policy** for the tobacco sector. This initiative is expected to dispel misconceptions that Malawi’s tobacco is produced using child labour and to provide a coherent framework for child protection across the industry. At the institutional level, both the Tobacco Commission and TAMA Farmers Trust developed and adopted child labour policies, marking the first formal commitments by major sector actors to systematically address child labour.

A significant legislative milestone was the **operationalization of the Tenancy Abolition Act**, which replaced exploitative tenancy arrangements with contract-based employment. Stakeholders described this shift as transformative, particularly for seasonal and casual workers who now enjoy clearer rights, predictable wages, and improved working conditions. The project also promoted the introduction of written employment contracts, which were previously absent in the sector, thereby enhancing transparency and accountability in labour relations.

The project strengthened **coordination between the Ministry of Labour, District Labour Offices, Social Welfare structures, and local unions**, improving institutional collaboration on decent work and child protection. District Labour Offices, despite resource constraints, began formalizing child labour monitoring and response systems, while unions and cooperative structures reported increased capacity in contract administration, worker rights promotion, and dispute handling. Farmers, however, expressed the need for stronger union representation on marketing and pricing issues—an area beyond ADDRESS’s mandate but relevant for future integrated programming.

Institutional behaviours also shifted. Unions, CCLCs, and CPCs reported that employers are increasingly cautious about violating labour rights as workers become more informed. This contributed to more open dialogue, improved dispute resolution, and greater adherence to labour standards such as contract terms and payment structures. Strengthened child protection structures were evident, with committees reporting more frequent incident monitoring and interventions in cases such as child marriage and school re-admissions.

The project further enhanced **social dialogue mechanisms**, replacing previously unilateral decision-making by farm owners with more inclusive worker–employer engagement. Governance participation also improved, with women increasingly engaged in cooperative and union leadership roles, strengthening gender-responsive decision-making and visibility in community structures.

Despite these achievements, challenges remain. Some employers continue to practice tenancy arrangements, exploiting workers’ poverty and desperation. Testimonies from workers revealed that economic vulnerability forces them to accept exploitative conditions, including cases of sexual exploitation of young girls.

“...They take advantage because we are poor and hungry. We accept any conditions. Sometimes they sexually exploit us, including our young girls...,” complained one of the workers.

These realities underscore the need for stronger enforcement mechanisms, sustained monitoring, and complementary poverty-reduction strategies to ensure that policy and legislative gains translate into meaningful protection for workers and children.

9.6. Sustainability

Institutionalization and Continuity of Results

Several project results exhibited promising levels of institutionalization:

- **Child labour committees and community monitors** were absorbed into local governance structures.
- OSH training materials were integrated into **labour inspectorate routines**.
- Some employers adopted **sustained OSH and child labour monitoring practices**.

Nonetheless, institutionalization remains **uneven**, constrained by resource gaps, limited staffing, and inconsistent coordination between national and district institutions. The project took steps to facilitate continuity, but scaling and sustained efforts will require further investment and government commitment.

Contribution to Resilience and Long-Term Decent Work Opportunities

The project contributed to aspects of **household resilience**, particularly through:

- Increased awareness of rights and safer labour practices.
- Enhanced savings culture and financial inclusion via VSLAs.

- Reduced reliance on hazardous child labour through school re-enrolment and social support mechanisms.

However, broader resilience and long-term decent work outcomes—such as diversified rural livelihoods, improved productivity, and reduced dependency on tobacco—were **only partially achieved**, largely due to short implementation timelines and systemic economic challenges.

Institutional structures

The evaluation found that active governance structures were strengthened—and, where needed, newly established—at both community and district levels through the project’s efforts to empower, organize, and formalize local committees. These include:

- District Labour Offices (DLOs) continue to collaborate with District Child Labour Committees (DCLCs) to monitor labour rights and child protection.
- Community-level committees (CCLCs and Social Dialogue Committees) remained functional and demonstrate capacity to continue awareness campaigns and local monitoring.
- Integration of CCLCs and Social Dialogue Committees as community-level branches of workers’ unions has further strengthened institutional continuity.
- TOAWUM and CCLC/CPC structures are expected to remain functional beyond the project period, as they are firmly embedded in existing community and cooperative leadership systems and have established roles in workers monitoring, mobilization, and child protection.
- Institutionalized Data Capacity: Strengthened National Statistics Office capabilities to generate, analyse, and use labour-related data, ensuring continued evidence-informed decision-making beyond the project.
- Enhanced Government Knowledge Base: Improved understanding of labour rights, child labour, and tenancy abolition among key government departments, supporting sustained policy implementation and oversight.

Financial and Economic factors

The annual membership contribution system provides a foundational revenue stream for unions, cooperatives, and other member-based governance structures. However, respondents highlighted that current contributions remain too low to meet essential operational costs—including transport, communication, and routine coordination activities—limiting the effectiveness and sustainability of these institutions.

The evaluation identified several key mechanisms supported by the project that are well positioned to sustain economic benefits, including:

- **Cooperatives operating membership-share systems, savings and loan schemes, and small-scale business ventures.** Some, such as *Chamimbu Cooperative in Mchinji*, have built strong internal structures that enhance long-term sustainability. Functional committees—including Production, Audit, Marketing, and Child Labour Committees—enable these cooperatives to manage operations independently and maintain accountability.
- **Contract farming partnerships with private-sector actors**—such as Chibuku Products Ltd. for sorghum and SEEDCO for maize-seed multiplication—demonstrate emerging market linkages capable of sustaining long-term enterprise development. *Kanjuchi Cooperative's* ongoing negotiations with these companies further reflect the growing potential for durable, market-driven opportunities.
- **Several CCLCs have diversified into income-generating activities**, including savings groups, horticulture, and livestock. These initiatives are strengthening economic resilience while supporting the continued implementation of child labour prevention activities.

From Hunger to Hope: Community Investments Driving School Attendance

School enrolment at Katonda Primary rebounded by 284 children, daily meals improved attentiveness, and diversified community investments now sustain education and reduce child labour risks. This turnaround was driven by the Dambe Social Dialogue Committee in Mchinji District, a union structure established under the ADDRESS Project. Trained by the ILO and CYECE on child rights, workers' rights, and community mobilization, the committee identified hunger as the root cause of declining enrolment, which had dropped from 1,034 to 872 learners in 2021 as children engaged in piecework to support household food needs. In 2024, CYECE and the committee launched interventions that included a school feeding programme, with two acres of land dedicated to food production and inputs provided to kick-start the initiative.

Despite climatic challenges, the harvest generated MK 1.4 million, sustaining feeding activities and enabling a second cycle of maize and soybeans for porridge, while tomato and watermelon production began generating income for school needs. Poultry farming was also introduced, with a flock of 22 chickens expanding the investment portfolio. These efforts not only restored enrolment and improved learning outcomes but also demonstrated how community investment portfolios, once catalyzed by project support, can evolve into sustainable, self-driven mechanisms that reduce child labour risks, strengthen children's wellbeing, and reinforce resilience beyond the lifespan of the ADDRESS Project.

However, respondents emphasized that long-term sustainability depends on farming households' economic viability. Strengthened contract farming, reliable market linkages, and robust value-chain development—both in tobacco and complementary high-value sectors—are essential for improving profitability, upholding labour standards, and supporting cooperative growth.

Social Sustainability factors

Sustained behaviour change requires strong community reinforcement. Participants noted that without periodic retraining and ongoing engagement, knowledge and good practices erode over time as people migrate or new workers enter farms.

Social norms and community practices that have begun to shift—and must be preserved to ensure long-term social sustainability—include:

- The continued delivery of awareness activities on child protection, gender equality, forced labour, and OSH through local structures such as funeral gatherings, VDC/ADC meetings, and community forums.
- Sustained commitment from community leaders, who supported awareness efforts and allocated land for cooperative activities.
- The transition from tenancy to formal contract employment, which is expected to reinforce decent work norms and strengthen worker–employer relations over time.

Policy and System-Level Anchors

The project aligns closely with Malawi's labour and child protection frameworks, and community structures are increasingly engaging with formal governance mechanisms. Strengthened collaboration with district authorities and expanded coverage would further institutionalize decent work programming within broader governance systems.

Sustainability Risks and Considerations

Climate-related shocks—such as poor harvests—pose a major risk to sustainability by undermining farming households' ability to pay membership fees. Reduced contributions could weaken institutional capacities e.g. TOAWUM operations and reduce the reach of CPC activities. **Table 9** summarizes the risks and possible mitigation measures.

Table 8: Risk matrix summary of Risk Factor, Likelihood, Impact, and Mitigation Considerations

Risk Factor	Likelihood	Impact	Mitigation Considerations
Limited government resources for inspections, monitoring, and training	High	High	Increase partner support; advocate for budget allocations; strengthen joint monitoring mechanisms
Limited mobility for district/community structures (follow-ups)	High	Medium	Provide transport/fuel support; decentralize monitoring; leverage community-based reporting
Economic instability affecting employers' compliance	High	High	Promote wage protection schemes; engage employers' associations; link to social protection programmes
Geographical limitations (interventions in only 2 TAs per district)	Medium	Medium	Expand coverage gradually; prioritize high-risk TAs; integrate mobile outreach
Dependence on external training → risk of knowledge erosion	Medium	High	Institutionalize training within government; create refresher modules; build local trainer capacity
Incomplete market integration for cooperative products	Medium	Medium	Conduct value-chain analysis; strengthen agro-ecological linkages; support market access initiatives
Limited data on Malawi–Zambia cross-border tobacco trade	Medium	High	Commission cross-border value chain studies; collaborate with customs/immigration; integrate trafficking risk analysis
Political interference (e.g., Mchinji, peak tobacco season)	High	High	Strengthen accountability frameworks; engage civil society; promote transparency in inspections
Persistent underfunding for Ministry of Labour (vehicles/fuel)	High	High	Advocate for increased funding; leverage donor support; explore pooled resource mechanisms

Review of ADDRESS's Sustainability Strategy

The draft sustainability strategy for the ADDRESS project is anchored in three key pillars—synergies with complementary district programmes, strengthened community and District Council ownership, and alignment with SDG 8—providing a strong foundation for long-term impact if fully implemented. The strategy aims to ensure that:

- **Cross-sector collaboration** with labour, agriculture, social protection, and education stakeholders strengthens the project’s potential for effective re-programming and sustainability through coordinated monitoring, harmonized child- and forced-labour prevention efforts, and integrated livelihood support.
- **Community ownership** is reinforced through the active engagement of Traditional Authorities, cooperatives, CCLCs/CPCs, and District Labour Committees, embedding project practices within existing governance systems and enhancing the likelihood that decent-work gains will be sustained and scaled.

9.7 Cross cutting issues

These themes are woven throughout the report; however, the findings presented in this section are specifically drawn from an in-depth examination of gender inclusion, tripartite and social dialogue dynamics, and the project’s contributions to a sustainable transition, highlighting pathways for long-term sustainability.

9.7.1 Gender Inclusion

Integration of Gender Analysis and Responsiveness to Gender-Specific Decent Work Deficits

The project **applied a moderate level of gender analysis**, using national baseline data and community consultations to identify gender-specific vulnerabilities among women in smallholder tobacco households. Training and awareness materials were adapted to address gendered risks such as unequal workloads, limited decision-making power, and OSH exposure. However, gender considerations were not consistently integrated across all components—particularly in enterprise diversification and labour inspection capacity building. Further **opportunities remained for deeper gender analysis** on labour market barriers, wage disparities, and the unpaid care burden that limits women’s participation in rural labour markets.

Promotion of Equal Participation in Training, Leadership Spaces, and Social Dialogue

The project contributed to **increased visibility and engagement of women** in community-based child labour committees, village savings and loans (VSL) groups, and OSH training sessions. Participation records show improving gender balance, though women’s representation in higher-level tripartite and employer–worker platforms remained limited. Women participants consistently reported **greater confidence and improved understanding of rights**, yet social norms, mobility constraints, and competing household responsibilities continued to affect their full participation—highlighting the need for targeted empowerment strategies in future designs.

Overall, the project catalysed meaningful but uneven gender transformation—enhancing women’s visibility, leadership, and decision-making power while revealing persistent gendered decent-work deficits and underscoring the need for deeper, system-wide gender-responsive and transformative programming.

Lessons to Strengthen Gender-Transformative Approaches:

- **Gender analysis must be conducted upfront and continuously updated** to ensure tailored interventions across the project cycle.
- **Dedicated gender targets and reporting indicators** enhance accountability and visibility of gender outcomes.
- Combining **economic empowerment, social norms change, and gender-responsive OSH** interventions yields stronger results than stand-alone actions.
- Strengthening **women's representation in tripartite and producer associations** is critical to advancing gender-transformative approaches in the rural economy.

9.7.2 Tripartism and Social Dialogue

Collaboration, Coordination, and Trust Among Tripartite Constituents

The project contributed to **improved levels of trust, structured dialogue, and operational collaboration** among the Ministry of Labour, employers' organizations, and workers' representatives. Joint trainings, labour inspections, and district-level dialogues created shared ownership of key decent work priorities, notably child labour reduction, OSH compliance, and the promotion of rights employment practices.

While collaboration strengthened at technical levels, engagement at institutional levels varied at times, influenced by leadership transitions and capacity limitations. Several partners highlighted the value of earlier and more frequent strategic consultations to support alignment and maintain momentum.

Good Practices and Lessons Learned from Tripartite Engagements

Several notable good practices emerged, including:

- **Integrated labour inspection missions** combining OSH, child labour, and forced labour checks—creating a more efficient and coordinated inspection model.
- **Tripartite district platforms** that facilitated community-level reporting and accountability on labour rights.
- **Joint training curricula** that standardized OSH and labour rights knowledge across employer and worker institutions.

Lessons learned emphasize the importance of:

- Sustained capacity building to mitigate turnover within tripartite institutions.
- Clear definition of roles and expectations to reinforce mutual accountability.
- Embedding social dialogue processes at district and community levels where tobacco activities are most concentrated.

9.7.3 Sustainable Transition

Alignment with Community Needs and Environmental–Economic Sustainability

Project interventions were **largely aligned with community priorities**, particularly in relation to child labour, OSH, and livelihood diversification. Activities such as VSLA support, skills training, and awareness campaigns responded well to households’ economic vulnerabilities. However, the sustainability component—especially agricultural diversification and climate-resilient livelihoods—was **less fully developed**, limiting the project’s contribution to broader sustainability. OSH and social protection interventions were relevant, though their coverage and integration into district systems varied.

Overall, the project strengthened the foundations for a more gender-responsive, socially cohesive, and sustainably transitioning rural labour system—advancing women’s empowerment, deepening tripartite trust and dialogue, and building community and institutional mechanisms capable of sustaining decent work gains, even as persistent structural, economic, and climate-related constraints continue to limit full and long-term transformation.

10.0 SUMMARY OF SWOT ANALYSIS

Although the SWOT analysis was not part of the TOR, it was undertaken as a **complementary value-add** to deepen understanding of factors influencing decent work outcomes in the targeted tobacco-growing communities. The consolidated findings (**see Annex 14.1** for details) reinforced and expanded the evaluation’s evidence base as follows:

Strengths

The project contributed to **notable reductions in child and forced labour** and strengthened community awareness of children and workers’ rights. Farmer capacities improved through sensitization and institutional supported trainings, enhancing understanding of workers’ rights, and adoption of safer farm work-environments. **Contract farming arrangements** offered more reliable access to inputs and employment, while generally favorable worker–farm owner relations created a conducive environment for advancing social dialogue and improving labour standards.

Weaknesses

Limited direct reach of on-farm worker trainings: With the large number of farm workers in the sector, the project was unable to train all individuals directly. As a result, capacity-building efforts reached workers primarily through cooperatives, Social Dialogue Committees (SDCs), Community Child Labour Committees (CCLCs), and tobacco companies, creating uneven coverage and varying levels of knowledge across the workforce. Low tobacco prices, high deductions, and currency devaluation weakened farmer incomes, reinforcing **debt cycles**. Occupational safety risks remained widespread due to limited uptake of safer practices. Economic diversification was minimal, and implementation varied across districts, pointing to **capacity constraints**.

Misconceptions around child labour and low worker engagement indicated the need for more inclusive and tailored sensitization efforts.

Opportunities

Existing community structures such as CCLCs and union branches provide strong platforms for sustaining behaviour change beyond project timelines. Strengthened collaboration with tobacco companies and government institutions offers room to improve pricing, welfare standards, and market access. Opportunities exist to **scale sensitization**, expand skills development, promote economic diversification, and enhance climate-smart agriculture. There is also potential to harmonize **cross-border tobacco markets (e.g., Malawi–Zambia)** to improve farmer bargaining power and stabilize incomes.

Threats

Farmers remain vulnerable to **climate shocks**, health risks from nicotine exposure and chemicals, and continued deforestation driven by tobacco curing practices. Market volatility and unpredictable pricing undermine income stability, placing project gains at risk unless diversification and resilience-building measures are strengthened.

11.0 EVALUATION CONCLUSIONS

Relevance and Coherence

The ADDRESS project was highly relevant to Malawi's labour context, where tenancy farming perpetuated debt bondage and child labour. Evidence from the evaluation shows that **96% of community respondents** reported changes in how child labour is addressed, with Mchinji recording 100% awareness of change. The project's design was coherent with national priorities such as the Malawi Growth and Development Strategy III and complemented ILO's global commitments under Alliance 8.7. However, coherence with private-sector buyers was limited, reducing opportunities for market-driven reinforcement of decent work standards.

Effectiveness

The project achieved notable results in strengthening unions, cooperatives, and child protection committees. TOAWUM expanded to **78 branches with over 8,400 members**, enhancing collective bargaining and worker protection. Formalized contracts were increasingly adopted, improving transparency and fairness in labour relations. Occupational safety was strengthened, with workers empowered to refuse unsafe tasks and children withdrawn from hazardous activities such as handling wet tobacco leaves. Yet, sustainability of behavioural change remains dependent on

continued CPC and union engagement, raising concerns about long-term effectiveness without external support.

Efficiency

Despite delayed fund disbursements and macroeconomic pressures—including **currency devaluation and inflation**—the project delivered outputs cost-effectively. District Labour Offices institutionalized child labour monitoring systems despite constrained budgets, demonstrating efficient use of limited resources. However, efficiency was moderated by logistical gaps at community level, such as inadequate transport and visibility tools for CCLCs, which limited outreach and monitoring capacity.

Impact Orientation

Quantitative and qualitative evidence indicates systemic change. Communities reported reduced incidence of child labour, with **38.2% citing fewer children working** and **76.4% citing greater awareness campaigns**. Policy impacts were significant: The **Tenancy Abolition Amended Employment Law was operationalized**, replacing exploitative tenancy arrangements with contract-based employment. Institutional impacts included strengthened coordination between the Ministry of Labour, District Labour Offices, unions, and social welfare structures. Gender inclusion was evident, with women holding leadership roles in cooperatives and unions, while youth expressed interest in vocational and digital skills, signaling transformative potential for future programming.

Sustainability

Institutional anchoring was strengthened through District Labour Offices, unions, and cooperatives. For example, the **Mchinji District Labour Office institutionalized a Child Labour Monitoring System** and developed tools to track and trace cases. However, sustainability risks remain due to poverty, employer resistance, and limited private-sector engagement. Worker testimonies revealed ongoing vulnerabilities, including acceptance of exploitative tenancy conditions and instances of sexual exploitation, underscoring the need for stronger enforcement and poverty-reduction measures to consolidate gains.

Cross-Cutting Themes

The project advanced gender equality, with women reporting equal or higher awareness of child labour interventions compared to men (e.g., **100% of women in Lilongwe reported positive**

change). Social dialogue mechanisms were strengthened, replacing unilateral decision-making by farm owners with more inclusive worker–employer engagement. International labour standards were reinforced through awareness, social dialogues and contract formalization, while environmental sustainability was promoted through diversification into sorghum and seed multiplication value chains.

Validity and Reliability

Conclusions are grounded in triangulated evidence from **individual beneficiary survey (n=199), focus group discussions, key informant interviews, and institutional analysis**. Statistical tests confirmed significant associations between districts and improvements in monitoring/reporting ($\chi^2 = 14.356$, $p = 0.002$) and awareness campaigns ($\chi^2 = 10.084$, $p = 0.018$), enhancing the reliability of findings. The mixed-methods approach ensured that both quantitative trends and qualitative insights were captured, strengthening validity and credibility.

12.0 LESSONS LEARNED AND EMERGING GOOD PRACTICES

12.1 Lessons Learned

The following are key lessons (**see Annex 14.6** for detailed analysis) distilled from the evaluation, providing guidance to strengthen project reprogramming and management, improve implementation approaches, and enhance the sustainability and scalability of future interventions.

Lesson 1: Policy and practice must be tightly aligned

Uneven enforcement, economic pressures, low financial literacy, and entrenched cultural norms continue to expose workers to risks. Strengthening institutional support, enforcement mechanisms, and sustained behaviour-change efforts is essential to close these gaps.

Lesson 2: Integrated approaches drive sustainable decent work

Sustainable decent work requires blending value-chain development, climate resilience, tenancy-abolition gains, and strong inclusion of youth and women. Anchoring these interventions in empowered unions and community structures ensures systemic impact.

Lesson 3: Community-led awareness campaigns transform understanding

Awareness campaigns are most effective when driven by strong community leadership and cooperative structures. This approach successfully transformed previously low understanding of decent work and children's rights into widespread community knowledge.

Lesson 4: Practical tools strengthen governance and compliance

Context-appropriate tools—such as contract templates, record-keeping guides, and savings systems—significantly improve cooperative governance and compliance with labour standards.

Lesson 5: Livelihood diversification reduces child labour risks

Linking decent work interventions with livelihood diversification improves household resilience and reduces reliance on child labour, particularly in tobacco-dependent communities.

Lesson 6: Women are key agents of child protection

Women demonstrated higher sensitivity to child-labour risks, reflecting their caregiving roles and active engagement in community monitoring systems. Their leadership is critical for sustaining child protection outcomes.

Lesson 7: Institutional anchors ensure consistency

Sustained participation of District Labour Officers and community committees is essential for maintaining consistent labour-standards enforcement and follow-up.

Lesson 8: Gender-balanced contracting enhances cohesion and productivity

Allocating contracts equitably between men and women strengthens social cohesion and enhances farm productivity by promoting shared responsibility and fair access to work.

Lesson 9: Family stability underpins child protection

Household breakdowns were closely linked to school dropout and labour-driven migration, as seen in Chamimbu Cooperative (Mchinji). Family stability is therefore a critical foundation for child protection.

Lesson 10: Gender-sensitive approaches improve outcomes

Approaches that promote shared decision-making and women's leadership enhance both social and economic outcomes, reinforcing equity and resilience.

Lesson 11: Community accountability sustains child protection

Active community engagement in reporting and responding to child-rights violations reinforces local accountability and strengthens long-term child protection systems.

Lesson 12: Leveraging Local Media for Behaviour Change

Leveraging community radio platforms—such as Mzimba Community Radio and national stations like Zodiak—proved highly effective in raising awareness on tenancy labour abolition, workers' rights, child labour, and related issues.

12.2 Emerging Good Practices

The evaluation identified several emerging good practices (**see Annex 14.7** for detailed analysis) that improved labour conditions, reinforced community structures, and enhanced institutional coordination, presenting scalable models for replication across tobacco-growing districts. These include:

- **Using community platforms** (funerals, VDC/ADC meetings) to spread messages on child labour, forced labour, OSH, and labour rights.
- **Leveraging existing local structures** (DCLCs, CCLCs, SDCs) to drive sustainability and reduce dependency on external support.
- **Strong engagement of traditional and community leaders**, boosting acceptance, accountability, and enforcement of child protection and decent work norms.
- **Providing practical tools**—contract templates, record-keeping guides, and savings systems—that accelerated the adoption of formal labour practices.
- **Graduation of Social Dialogue Committees into Union Branches**, strengthening worker representation and bargaining power.
- **Community-led support for vulnerable children**, including provision of basic scholastic materials by cooperative members to prevent school dropout.
- **Establishment of internal VSLA schemes** within Social Dialogue Committees, enhancing financial resilience and local problem-solving capacity.

- **Locally-led sustainability approaches**, demonstrating that continued technical support, institutional strengthening, and integration into district systems are critical for maintaining gains beyond the project lifecycle.
- **Strengthening community social dialogue platforms** to improve conflict resolution, accountability, and collective problem-solving.
- **Establishing cooperative-supported community protection pathways** that enhance early identification, reporting, and referral of child labour and labour-rights violations.
- **Promoting community-led livelihood initiatives** (e.g., irrigation farming in Kasungu) that reinvest proceeds into children’s education, reinforcing local ownership and sustainability.
- **Introducing and institutionalizing Standard Employment Contracts**, a transformative measure in abolishing tenancy labour by providing clear terms, protecting workers’ rights, and reducing exploitation.

13.0 KEY RECOMMENDATIONS

The following key recommendations address critical areas of policy, institutional capacity, monitoring and evaluation, community empowerment, and inclusive programming, reflecting the core focus and findings of the evaluation.

Policy & Governance

Recommendation 1: Strengthen Enforcement of Tenancy Abolition Amended Employment Law

Although tenancy abolition was operationalized, some employers continue exploitative practices. Evidence shows that some employers persist with tenancy arrangements, undermining workers’ rights and perpetuating child labour and hazardous work risks. Stronger enforcement is required to ensure contract-based employment fully replaces tenancy. The Ministry of Labour, supported by ILO, should intensify inspections, prosecute violations, and expand awareness campaigns.

Suggested Activity: Conduct quarterly labour inspections targeting high-risk estates, sectors and publish compliance scorecards.

Addressed to	Priority	Resource	Timing
Ministry of Labour & Labour Inspectorate	High	High	Short-term

Recommendation 2: Integrate Outcome and Impact-Level Indicators and Strengthen Cross-Sector Coordination

The ADDRESS project's logical framework did not include formal impact indicators, limiting the ability to track long-term changes at worker and community levels. For future projects, the ILO should ensure indicators are systematically included at both outcome and impact levels to enable robust monitoring of transformative change across value chains and social partners.

Suggested Activity: Establish a cross-departmental task force (Labour, Agriculture, Social Protection, Education) to align interventions and reporting and co-create technical design workshops with tripartite constituents and donors to co-develop SMART indicators (e.g., % reduction in child labour incidence, % increase in contract-based employment, % improvement in household income stability).

Addressed to	Priority	Resource	Timing
ILO Project Team & ILO HQ Technical Units	High	Medium	Short-term (design phase of next project)

Institutional Capacity & Systems

Recommendation 3: Strengthen Financial Capacity, Risk Management and Efficiency

Strengthen financial management systems by improving fund flow efficiency, mitigating currency-related risks, and establishing clear contingency arrangements. The ILO Sectoral Policies Department (SECTOR) in collaboration with implementing partners and social partners, should adopt streamlined fund-release procedures, introduce practical currency-risk mitigation measures, and integrate contingency provisions into project budgets to ensure smoother and more predictable financial operations.

Suggested Activity: Develop a joint Implementing partner–ILO financial capacity building, risk protocol/control with quarterly reviews of fund flows.

Addressed to	Priority	Resource	Timing
ILO Project Team (SECTOR Social Partners	High	Medium	Short-term

Recommendation 4: Consolidate Child Labour Monitoring Systems (CLMS)

District Labour Offices and community committees demonstrated progress in monitoring child labour, but sustainability remains fragile. The Ministry of Labour, with ILO technical support, should institutionalize CLMS across target districts and beyond.

Suggested Activity: Provide motorcycles and digital reporting tools to District Labour Offices and CCLCs for case tracking.

Addressed to	Priority	Resource	Timing
Ministry of Labour & ILO HQ Technical Unit	High	High	Medium-term

Recommendation 5: Strengthen Monitoring, Evaluation, and Learning (MEL) Systems

Weaknesses in information flow and MEL systems limited adaptive management during the ADDRESS project. Data collection was inconsistent, reporting was not consistently sex-disaggregated, and feedback loops remained weak. In addition, the absence of comprehensive SMART indicators aligned to the project's Theory of Change further constrained effective monitoring, learning, and evidence-based decision-making.

Suggested Activity: Deploy mobile-based MEL applications for real-time reporting of child labour, forced labour, and gender outcomes, complemented by strengthened SMART performance indicators to ensure systematic, timely, and actionable monitoring aligned with the project's Theory of Change.

Addressed to	Priority	Resource	Timing
ILO Project Team, District Labour Offices & Social Partners	High	Medium	Short-term

Community Engagement & Empowerment

Recommendation 6: Deepen Private Sector Engagement and Expand Financial Literacy and Livelihood Diversification

To strengthen sustainable livelihoods and advance decent work outcomes, financial literacy training and livelihood diversification initiatives should be scaled up, alongside proactive engagement of private-sector actors—particularly tobacco buyers—in policy frameworks to ensure alignment with decent work standards and market-driven opportunities. Evidence from the evaluation indicates that only 14.1% of workers reported improved livelihoods, highlighting persistent challenges under cash-based wage systems and the need for targeted interventions.

Suggested Activity: Scale up financial literacy and business skills training for smallholder households and cooperatives, while engaging tobacco buyers and other private-sector actors through joint co-creative alliances to align livelihood initiatives with market opportunities and integrate them into the decent work policy framework.

Addressed to	Priority	Resource	Timing
ILO Country Office, TC & Employers' Associations & Cooperatives	Medium	Medium	Medium-term

Recommendation 7: Strengthen Gender- and Inclusion-Responsive Leadership Programming. While women report increased awareness and participation, and persons with disabilities remain underrepresented, gender-transformative approaches and inclusive leadership frameworks should be institutionalized across cooperatives, agricultural enterprises, and community structures.

Suggested Activity: Integrate gender-transformative approaches into project cycles through mandatory capacity-building for partners, and establish district-level leadership academies to promote fully inclusive governance and decent work programming for women and persons with disabilities.

Addressed to	Priority	Resource	Timing
ILO Project Team, Cooperatives, Tripartite Constituents	High	Low	Short-term

Recommendation 8: Integrate Environmental Sustainability Across Value Chains and Livelihoods.

Given the vulnerability of agro-based rural communities to climate change and soil degradation, future programming should embed environmental sustainability into all value chain activities, decent work initiatives, and livelihood improvement efforts.

Suggested Activity: Implement cooperative-and community-led climate-smart agriculture initiatives, including agroforestry, soil- and water-conservation campaigns, and value-chain interventions that promote environmentally sustainable production practices.

Addressed to	Priority	Resource	Timing
ILO Project Team, Cooperatives, Tripartite Constituents	High	Medium	Long-term

14.0 ANNEXES AND REFERENCES

Annex 14.1: SWOT Analysis (Complementary Analysis)

In addition to the quantitative and qualitative mixed-methods approaches applied in this evaluation, a complementary SWOT analysis was conducted to capture the diverse realities across the targeted tobacco-growing communities and assess the project's strengths, weaknesses, opportunities, and threats. The analysis drew on qualitative evidence generated through the evaluation team's experiential and observational insights, including community consultations, farmer and worker interviews, focus group discussions, and stakeholder engagements.

Building on the methodological approach described above, data from the field research teams' blind reports were compiled and harmonized to produce a single, coherent SWOT analytical framework. The consolidation process involved: (i) identifying common patterns across the reports, (ii) removing duplications, (iii) reconciling divergent findings, and (iv) elevating the insights most relevant to decent work, labour rights, and sustainability outcomes. This triangulated process ensured that the resulting SWOT analysis was both comprehensive and analytically robust for adaptive programming—capturing the strengths, weaknesses, opportunities, and threats shaping labour conditions, livelihoods, and overall programme performance in Malawi's tobacco sector.

SWOT Category	Analytical Summary
STRENGTHS	• Child labour significantly reduced or eliminated in targeted areas, demonstrating strong community buy-in and improved understanding of children's rights—providing a solid foundation for scaling child-protection interventions. • Farmer capacity strengthened through sensitization and company-supported training, leading to better knowledge of workers' rights, financial management, and occupational safety—showing readiness for more advanced skills development and compliance programmes. • Contract farming systems enhance production reliability, giving farmers consistent access to inputs and employment. The provision of protective gear and transparent contract terms by some companies shows potential for expanding decent-work-aligned contract models. • Generally positive worker–farm owner relationships, including regular wage payments in some sites, indicate a conducive environment for

	deepening social dialogue, strengthening labour standards, and promoting more formalized employment practices.
WEAKNESSES	• Persistent information and communication gaps: Tobacco farmworkers—whose large numbers make direct training delivery challenging—are frequently excluded from capacity-building efforts, and communication between farm owners, companies, and labourers remains limited. This underscores the need for more inclusive, multi-level communication and training strategies. • Unsustainable farmer income environment: Low and stagnant tobacco prices (USD 1–3/kg), high contract deductions, and rising input costs—particularly fertilizers—continue to erode farmer profitability, underscoring the need for diversified income pathways and improved contract negotiation mechanisms. • High levels of indebtedness: Many farmers remain trapped in debt cycles with tobacco companies, further worsened by currency devaluation—highlighting the need for fairer financing models and financial literacy support. • Health and safety risks remain unmanaged: Farmers face ongoing exposure to chemicals and nicotine, with limited adoption of safer handling practices—indicating critical gaps in occupational safety enforcement and awareness. • Restricted economic diversification: Heavy reliance on contract farming and limited allowable hectare allocations prevent farmers from exploring alternative or supplementary value chains, pointing to the need for diversification-focused programming. • Uneven implementation across districts: Some regions show slower adoption of decent-work practices due to economic constraints or limited capacity, suggesting the need for targeted, district-specific support strategies. • Residual misconceptions about child labour: Some farmers believe children may miss essential farming skills if excluded from fieldwork, indicating the need for clearer messaging on safe skill transfer and child development. • Low worker engagement and inclusion: Workers remain poorly informed about ADDRESS activities and report stigma or weak participation in community sensitization efforts—highlighting a need for

	more deliberate inclusion of farm-worker populations in outreach and training.
OPPORTUNITIES	• Leverage strong community structures for sustainability: Existing CCLCs and union branches provide a solid platform for sustained behaviour change, enabling long-term child-labour prevention and continued decent-work advocacy after project exit. • Strengthen multi-stakeholder collaboration: Deeper engagement with tobacco companies and government institutions can support fairer pricing frameworks, improved welfare and labour standards, and expanded access to regulated markets. • Expand inclusive awareness and sensitization efforts: Targeted campaigns for farm-workers, estate owners, and community leaders can address information gaps, reduce stigma, and promote more equitable participation across all stakeholder groups. • Advance skills, diversification, and resilience: Opportunities exist to promote child education, safe and age-appropriate skill-transfer initiatives, diversified agro-value chains, and climate-smart farming practices—supporting both decent work and economic resilience. • Opportunity to leverage cross-border markets: The presence of the same tobacco-buying companies in both Malawi and Zambia creates potential for harmonized cross-border trading arrangements. This can help farmers access more competitive prices, reduce market congestion, and improve bargaining power through expanded market options.
THREATS	• High exposure to climate shocks: Farmers remain vulnerable to droughts, heavy rains, and other climate-related events that reduce productivity and income—requiring stronger adaptation and resilience strategies. • Persistent health risks: Nicotine poisoning, chemical exposure, and related cardiovascular conditions continue to pose serious risks for tobacco farmers, highlighting the need for improved occupational safety and health interventions. • Ongoing deforestation pressures: Tobacco curing still drives substantial wood use, with slow adoption of live barns or efficient curing technologies—posing environmental and sustainability risks.

	• Market instability: Price volatility and unpredictable market conditions threaten farmer livelihoods and can erode project gains, calling for stronger diversification and risk-mitigation approaches..
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Annex 1: Terms of Reference (abridged version)

Title

Final independent evaluation of Addressing Decent Work Deficits and Improving Access to Rights in Malawi's Tobacco Sector

Key facts

Title of project being evaluated	<i>Addressing Decent Work Deficits and Improving Access to Rights in Malawi's Tobacco Sector</i>
Project DC Code	<i>MWI/20/01/NOR</i>
Type of evaluation (e.g. independent, internal)	<i>Final Independent Evaluation</i>
Timing of evaluation (e.g. midterm, final)	<i>September-November 2025</i>
Donor	<i>Royal Norwegian Embassy in Lilongwe</i>
Administrative Unit in the ILO responsible for administering the project	<i>ILO Country Office for Zambia, Malawi and Mozambique (CO-Lusaka)</i>
Technical Unit(s) in the ILO responsible for backstopping the project	<i>Sectoral Policies Department (SECTOR),</i>
P&B outcome (s) under evaluation	<i>Outcome 1, Strong tripartite constituents and influential and inclusive social, Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all Outcome 7: Adequate and effective protection at work for all</i>
SDG(s) under evaluation	<i>SDG 8 (Decent Work and Economic Growth), SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 10 (Reduced Inequalities)</i>
Budget	<i>USD \$1,980,310 (including 1% UN levy)</i>

Background information

Malawi's tobacco sector is a cornerstone of its economy, contributing approximately 60% of export earnings and employing **over 600,000 people**. Despite its economic significance, the sector is characterized by persistent decent work deficits, including widespread child labour, forced

labour, poor occupational safety and health (OSH) conditions, and limited access to labour rights. These issues are particularly acute among tenant farmers and informal workers, who often operate under exploitative conditions with little legal protection or bargaining power. The tenancy system, in particular, has been identified as a root cause of forced and child labour, perpetuating cycles of debt and poverty.

In response to these challenges, the ILO together with the Government of Malawi and its social partners launched the project “Addressing Decent Work Deficits and Improving Access to Rights in Malawi’s Tobacco Sector” in December 2020, with funding from the Royal Norwegian Embassy in Lilongwe. The project is implemented over a five-year period (2020–2025) and is grounded in the ILO’s global Integrated Strategy to address decent work deficits in the tobacco sector, endorsed by the ILO Governing Body in 2019. The strategy is structured around three pillars:

1. **Enabling Policy Environment** – Strengthening national laws, policies, and institutions to support decent work.
2. **Strengthened Social Dialogue** – Enhancing the capacity of workers’ and employers’ organizations to engage in effective dialogue and collective bargaining.
3. **Direct Action** – Implementing targeted interventions to improve working conditions, eliminate child and forced labour, and promote economic diversification.
- 4.

The project aligns with the ILO’s Programme and Budget (P&B) Outcomes 1, 3, and 7, and contributes to the achievement of Sustainable Development Goals (SDGs) 8.7, 1.3, 5.5, and 16.2. It also supports Malawi’s role as a Pathfinder Country under Alliance 8.7, a global initiative to accelerate action against forced labour, modern slavery, and child labour. At the national level, the project contributes to the Decent Work Country Programme (DWCP) and the Malawi Growth and Development Strategy III, particularly in areas related to rural employment, social protection, and labour rights.

The project is managed by the ILO Country Office for Zambia, Malawi and Mozambique (CO-Lusaka), with technical backstopping provided by the Sectoral Policies Department (SECTOR). The project team is based in Malawi and includes an international Technical Officer, National project officer, a Finance and Administrative Assistant, and a Driver. The team works closely with the project steering committee², national stakeholders, including government ministries, employers’ and workers’ organizations, and civil society partners.

² Project steering committee provides strategic guidance and oversight for the successful implementation of the ADDRESS project,

The project strategy is two-pronged, combining an institutional development component with a direct support component. The institutional development component aims at advancing the functioning of the rural labour market by strengthening the capacity of government and all relevant stakeholders to identify and address decent work deficits in tobacco growing communities and the rural economy at large.

Outcome 1: Government, employers' and workers' organizations have greater knowledge to effectively formulate and implement policies and measures that address decent work deficits in tobacco-growing and the agriculture sector at large.

Outcome 2: An improved enabling policy environment facilitates the tripartite constituents' efforts to address decent work deficits in the tobacco sector and promote decent work and access to labour rights in the rural economy.

Outcome 3: Government and social partners have stronger capacity to engage in effective social dialogue and improve their outreach, organization and collective action.

Outcome 4: Decent work deficits identified and mitigated in the tobacco sector leading to measurable improvements in working conditions in targeted tobacco-growing districts.

A mid-term evaluation of the project was conducted in September 2023 with a focus on the main period of implementation between September 2021 (actual start of the project activities) and August 2023. Regarding the geographical scope of the evaluation, centralized interventions were assessed on the level of Malawi, and relevant national institutions in Lilongwe. On local level, evaluation assesses the interventions in four districts of the county (Lilongwe, Mzimba, Kasungu and Mchinji).

[Purpose, objectives, and scope of the evaluation](#)

The purpose of this final independent evaluation is to assess the overall performance of the ILO Malawi Tobacco Sector Project in achieving its intended outcomes and to generate evidence-based insights for accountability and learning. The evaluation will inform future programming and policy dialogue on decent work in Malawi's rural economy and agriculture sector.

Objectives

The evaluation will:

1. Assess the relevance of the project's design and objectives in relation to national priorities, ILO strategic outcomes, and stakeholder needs.

2. Evaluate the effectiveness of the project in achieving its planned results, including improvements in working conditions, policy reforms, and stakeholder capacity.
3. Examine the efficiency of project implementation, including resource utilization, coordination mechanisms, and adaptive management.
4. Analyse the sustainability of project outcomes, particularly the institutionalization of reforms and stakeholder ownership.
5. Identify the project's contributions to broader impacts, such as reduced child and forced labour, improved livelihoods, and strengthened social dialogue.
6. Document lessons learned and good practices to inform future ILO interventions in Malawi and similar contexts.

Scope

The evaluation will cover the full duration of the project (December 2020 – November 2025) and all four outcome areas:

- Knowledge generation and policy development
- Legal and institutional reform
- Social dialogue and stakeholder capacity
- Direct support to workers and communities in tobacco-growing districts

Geographically, the evaluation will focus on key implementation areas, including Kasungu, Lilongwe, Mzimba and Mchinji. It will consider cross-cutting themes such as gender equality, child protection, OSH. The evaluation will engage a wide range of stakeholders, including government ministries, employers' and workers' organizations, civil society, and development partners.

[Evaluation criteria and questions \(including Cross-cutting issues/ issues of special interest to the ILO\)](#)

The evaluation will be guided by the OECD/DAC criteria, ILO evaluation policy, and the UNEG Norms and Standards and Code of Conduct. Each criterion is accompanied by a set of key questions to guide the assessment of the project's performance, relevance, and sustainability.

1. Relevance and Strategic Fit

- To what extent did the project address the most pressing decent work deficits in Malawi's tobacco sector?
- How well did the project align with national development priorities, including the Malawi Growth and Development Strategy III and the National Action Plan on Child Labour?
- Was the project design responsive to the needs and priorities of tripartite constituents (government, employers, and workers)?

- How well did the project align with ILO's Programme and Budget Outcomes, the Decent Work Country Programme (DWCP), and the SDGs?
- To what extent were cross-cutting issues such as gender equality, disability inclusion, and environmental sustainability considered in the project's design and rationale?

2. Coherence

- How coherent was the project with other ILO interventions in Malawi and the region (e.g., ACCEL Africa, SKILL-UP)?
- To what extent did the project complement or duplicate efforts by other development partners or UN agencies?
- Was the project aligned with relevant national policies, sectoral strategies, and international frameworks such as Alliance 8.7?

3. Effectiveness

- To what extent did the project achieve its intended outcomes and outputs as defined in the results framework?
- Were the project's Theory of Change and underlying assumptions valid and supported by evidence?
- What were the main enabling factors and barriers to achieving results?
- Were there any unintended outcomes—positive or negative—that emerged during implementation?
- How effective were the project's monitoring, reporting, and adaptive management mechanisms?
- How well did the project promote stakeholder engagement and ownership?
- To what extent did the project implement strategies to promote gender equality, empower women, and include persons with disabilities and other vulnerable groups?
- How effectively did the project strengthen social dialogue and the capacity of workers' and employers' organizations?

4. Efficiency

- Were project resources (financial, human, technical) used in an efficient and timely manner?
- Could the same results have been achieved with fewer resources or through alternative approaches?
- Were project activities implemented according to schedule? If not, what caused delays?
- Did the project budget adequately support gender and inclusion-related activities?

- Was the project's risk management strategy effective in addressing implementation challenges?

5. Impact Orientation

- To what extent has the project contributed to observable changes in institutional practices, stakeholder behaviour, or policy frameworks that are likely to lead to improved labour conditions in the tobacco sector?
- What evidence exists to suggest that the project's interventions are likely to result in longer-term improvements in working conditions, labour rights, and livelihoods?
- Has the project influenced national or local policy development or implementation in ways that support decent work?
- Were there any unintended effects—positive or negative—on gender equality, social cohesion, or the environment that may influence future impact?
- Were environmentally sustainable practices integrated into project activities, particularly in relation to tobacco farming?
- How has the project contributed to building the capacity of institutions and stakeholders to sustain and scale up its results?

6. Sustainability

- To what extent are the project's results likely to be sustained after its completion?
- Have the project's interventions been institutionalized within national systems or policies?
- Do implementing partners have the capacity and commitment to continue the work without external support?
- Was an exit strategy developed and implemented effectively?
- What additional measures are needed to enhance the sustainability of project outcomes?

Methodology

The evaluation will comply with evaluation norms, standards and follow ethical safeguards, as specified in the ILO's evaluation procedures. The ILO adheres to the United Nations system of evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

The evaluation will adopt a participatory, consultative, and mixed-methods approach to ensure credibility, inclusiveness, and utility. It will be guided by ILO's evaluation guidelines and UNEG standards.

1.1 Evaluation Approach

- **Participatory and inclusive:** Engage a wide range of stakeholders, including government ministries, employers' and workers' organizations, civil society, and project beneficiaries.
- **Utilization-focused:** Ensure that findings and recommendations are actionable and relevant to decision-makers.
- **Gender-responsive and rights-based:** Integrate gender analysis and human rights principles throughout the evaluation process.

1.2 Data Collection Methods

The evaluation will apply a mix method approach as follows:

- **Desk Review:** Analyze project documents, including the project document, logical framework, M&E plan, progress reports, training materials, and relevant national policies and legal frameworks.
- **Key Informant Interviews (KIs):** Conduct semi-structured interviews with:
 - ILO project staff (CO-Lusaka, SECTOR,
 - Government officials (Ministry of Labour, Ministry of Agriculture Tobacco commission)
 - Employers' and workers' organizations (ECAM, MCTU, TOAWUM)
 - Implementing partners (e.g., CYECE, Good Health Organisation, TAMA Farmers Trust)
 - Donor representatives (Royal Norwegian Embassy)
- **Focus Group Discussions (FGDs):** Facilitate discussions with community members, tenant farmers, Cooperatives, Union Branches, Social Dialogue Committees and local leaders in the four target districts (Kasungu, Lilongwe, Mzimba, Mchinji).
- **Field Visits:** Visit project sites to verify outputs and engage directly with beneficiaries and local stakeholders.
- **Stakeholder Validation Workshop:** Present preliminary findings to stakeholders for validation, feedback, and data triangulation.

5.3 Data Analysis

- **Triangulation:** Cross-verify data from multiple sources to ensure reliability and validity.
- **Thematic analysis:** Organize findings according to the evaluation criteria and key themes.
- **Disaggregation:** Analyse data by gender, age, location, and stakeholder group to identify differential impacts. The gender dimension should be considered as a cross-cutting concern throughout the methodology and final report of the evaluation. In terms of this evaluation, this implies involving men and women in the consultation. Moreover, the evaluator should review data

and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the final evaluation report.

Annex 2: Evaluation Matrix

OECD-DAC Criterion	Outcome/Objective	Key Evaluation Questions	Key Indicators	Data Sources	Data Collection Methods	Sampling Method	Data Analysis Plan
Relevance & strategic fit	Overall Objective, Outcomes 1 & 2	- To what extent do project interventions align with the priorities and needs of rural workers in the tobacco sector? - Are the project's goals relevant to Malawi's labour and social protection frameworks?	% of beneficiaries reporting relevance of interventions - Level of alignment with national strategies - Stakeholder perception of project relevance	- National policy documents - Stakeholder interviews - Project design docs - UN strategic documents & SDGs	- KIs with policymakers, unions, employers - FGDs with beneficiaries - Document review	- Purposive sampling of key informants - Stratified sampling of worker groups in all the a4 districts	- Thematic analysis for qualitative data - Triangulation of perceptions and policy reviews - Conceptual analysis (OECD)
Coherence	Outcomes 1 & 2	- How well does the project complement existing policies and initiatives (ILO, GoM, NGOs, UN)? - Are there overlaps or synergies with other interventions, MEL sys?	- Evidence of coordination with other actors - Stakeholder mapping outcomes # of joint initiatives or aligned actions	- Programme reports - Donor and partner programme docs - KIs with stakeholders - Program/Policy Interaction analysis	- Document review - KIs with ILO, government ministries, NGOs, Donor	Purposive sampling of policy, ILO staff and stakeholders	- Comparative content analysis - Matrix mapping of overlaps/gaps
Effectiveness	Outcomes 1–4	- To what extent have outcomes been achieved? - What factors facilitated or hindered achievement of	% of stakeholders with increased knowledge (Outcome 1) # of new/amended labour policies (Outcome 2)	- Monitoring data - Beneficiary and stakeholder surveys - FGDs, KIs, Case studies	- Beneficiary survey - FGDs with workers, women, youth - KIs with employers and unions	- Stratified random sampling for surveys - Purposive sampling for stakeholders	- Pre-post comparison with baseline context/midterm - Descriptive stats (frequencies, cross-tabs) - Outcome scoring

OECD-DAC Criterion	Outcome/Objective	Key Evaluation Questions	Key Indicators	Data Sources	Data Collection Methods	Sampling Method	Data Analysis Plan
		outcome level results?	• # of functional dialogue platforms (Outcome 3) • % reduction in decent work deficits (Outcome 4)				
Efficiency	All Outcomes	• Were resources used or leveraged cost-effectively? • Were outputs delivered on time and within budget?	• Cost per outcome achieved • % of planned outputs delivered • Timeliness of activity implementation	• Financial and activity reports • Budget tracking tools • Staff interviews	• Document review • KIIs with project managers, ILO & partner staff	• Census of project team • Budget management info from implementing partners	• Cost-efficiency assessment • Variance analysis on outputs vs. inputs
Impact	Overall Objective	• What longer-term changes can be attributed to the project? • Has the project improved livelihoods & rights access?	• % increase in reported access to labour rights • % improvement in income, working hours, safety • % decrease in child-forced labour cases	• Beneficiary surveys • Labour inspection reports • National statistics (MoL, ILO)	• Endline beneficiary survey • KIIs with district labour officers • FGDs with families/farmers	• Random sampling of households in targeted districts • Key informants selected purposively	• Trend analysis vs. baseline • Case studies • Contribution/attrition analysis
Sustainability	Outcomes 2–4	• Are the benefits likely to last beyond the project? • Have local institutions and actors adopted the changes? • What institutional capacities were built?	• # of institutions mainstreaming project tools • Stakeholder plans to continue activities • Level of local ownership with & sustainability plans	• Institutional interviews • Community-level FGDs • Project exit/transition strategy	• KIIs with local authorities, unions • FGDs with farmer cooperatives and workers	• Purposive sampling of community-based institutions and leaders/policy holders	• Sustainability scoring matrix • Risk and readiness capacity assessment

Annex 3: List of The People & Groups Interviewed

Name	Gender	Organization/Structure	Position/Title
ILO project staff			
Gracious Ndalama	Male	ILO Malawi	PTO – Project Technical Officer
Ndamyo Kabuye	Male	ILO Malawi	National Project Officer
ILO Geneva			
Elvis Beytullayev	Male	ILO Geneva	ILO Specialist, Rural Economy & related sectors
Beneficiaries/Key Stakeholders			
Edward Shafi	Male	Ministry of Labour	Labour Officer
Russel Mhone	Male	Ministry of Labour	Labour Officer
Ms Grace Mwale	Female	Centre for Youth Empowerment and Civic education (CYESE)	Project Manager
Ms Praise Banda	Female		Project Officer
Lloyd Nyirenda	Male		Project Officer
Moses Likwemba	Male		Project Officer
Chilungamo Kambilinya	Male	Tobacco Commission	Planning & Dev Manager
Elle Ziwoya Phiri	Female	Employers Consultative Association of Malawi	Comm & Project Manager
Esther Mzumara	Female	TAMA Farmers' Trust	Business and Marketing Officer
Elemia Chinomwe'	Female		Project Manager
Jessie Ching'oma	Female	Malawi Congress of Trade Unions	Deputy Director
Haward Chidothi	Male	Ministry of Labour	Labour Officer
Sina Muyaka,	Female	Good Health Organization	Programme Coordinator
Kettie Mwawupighu,	Female	Ministry of Labour	Assistant Labour Officer
Regina Ng'ombe	Female	TOAWUM Mchinji,	President,

Final Beneficiaries			
Johnson Shaba	Male	Mubi, DEMI Zone, Mzimba	Village Headman/community leader
Lucy Mazonga	Female	Makosikasi Cooperative	Chairperson
Brice Kasakula	Male	Kanjuchi Cooperative	Chairperson
Sr. Chief Kawamba,	Male	Changaluma, TA Kawamba	Community leader
Evason Lester Phiri	Male	TA Wimbe	Community leader
Steven Shawa	Male	Chankhandwe SDC	Chairperson
Iwalani Laurent	Male	Mduwa 2 CCLC, Mchinji	Chairperson,
Jelkapu Tembo	Male	Mduwa 2, Mchinji	Tobacco farmer
Helbert Korona	Male	Ta Chandza, Lilongwe	TA Representative
Patson Bezai	Male	M'bawa Cooperative	Chairperson

List of Focus Group Discussions (FGDs)

#	Group Name & type	District	Date of interview
1	DIMI Cooperative	Mzimba	06/11/2025
2	Makosikasi Cooperative	Mzimba	06/11/2025
3	Kanjuchi Cooperative	Mzimba	07/11/2025
4	Wimbe Social Dialogue Committee	Kasungu	08/11/2025
5	Chankhandwe Social Dialogue Committee	Kasungu	08/11/2025
6	Chinkhata Cooperative	Kasungu	08/11/2025
7	Mduwa 1&2 CCLCs, CPCs, SDCs (TOAWMU members),	Mchinji	10/11/2025
8	Chamimbu Cooperative Members	Mchinji District	10/11/2025
9	Dambe Social Dialogue Committee,	Mchinji,	10/11/2025
10	CCLC, TA M'bang'ombe	Lilongwe	11/11/2025
11	Learners (cross-checking, Kapesa the community mobilizer)	Lilongwe	11/11/2025
12	Chadza, Child Labour Committee	Lilongwe	12/11/2025
13	Chadza, Cooperative members	Lilongwe	12/11/2025
14	Evaluation field team – SWOT analysis	Lilongwe	12/11/2025

Annex 4.5: General Work plan and Data Collection Plan

The work plan outlines the key activities, timelines, and responsibilities required for the successful implementation of the evaluation, in alignment with the agreed-upon methodology and deliverables.

Annex 4A: General Evaluation Work Plan

Phase	Activity Description	Output/Deliverable	Responsibility	Timelines: Oct–Nov 2025
1.0 INCEPTION PHASE				
1.1 Virtual Briefings	Online meetings with project team, SECTOR, and donor	Summary of consultations and clarifications	Lead Evaluator	1 Day 14 th Oct
1.2 Desk Review	Review project documents, conduct initial briefings with ILO Project Team	Annotated document review notes; initial findings	Lead Evaluator	3 Days 16–18 Oct.
1.3 Inception Report	Develop detailed methodology, tools, and fieldwork plan	Inception Report	Lead Evaluator	6 Days (19– 28 th Oct.)
2.0 DATA COLLECTION PHASE				
2.1 Field Data Collection	Enumerator training, pre-testing and field interviews, FGDs, KIs	Field notes, interview transcripts, preliminary observations	Lead Evaluator	12 Days (1 st – 13 th Nov)
3.0 REPORT WRITING PHASE				
3.1 Data Analysis/Drafting	Analyze data, draft evaluation report	Draft Evaluation Report	Lead Evaluator	5Days (14 – 20 Nov)
3.2 Stakeholder Review	Circulate draft report, collect & consolidate feedback	Consolidated feedback summary	Evaluation Manager	(5 Days) 20– 24 Nov.
	Stakeholder Validation Workshop	Obtain Report Validation Feedback	Lead Evaluator & Evaluation Manager	1 Day 24 nd Nov.
3.3 Final Report Submission	Revise-finalize report based on feedback	Final Evaluation Report with Annexes	Lead Evaluator	2-Days (24 – 25 Nov)
Total estimate				30 Days

Annex 4.B: Detailed Field Plan – Data Collection Work Plan

District	TA	Date	Interview Entry Centre	Task type
Mzimba	Mzukuzuku	4-5 Nov.	Vibangalala	IBI
			Makhosikazi (mainly Cooperative)	FGDs
			Dimi (SDC also available)	FGDs
	Mabulabo	6 Nov.	Luwerezi	IBI & FGDs
			Emfeni	IBI & FGDs
			Kanjuchi (cooperative only)	FGDs
Kasungu	Kawamba	7 Nov.	Chakhandwe	FGDs
			Misozi FP school/TA HQ	IBI & KIIs
			Kamboni (cooperative only)	FGDs
	Wimbe	8 Nov.	Wimbe Hqs	IBI, FGDs & KIIs
Mchinji	Mduwa	9 Nov.	Mikundi TDC	IBI & FGDs/KIIs
			Matutu FP School	IBI & FGDs/KIIs
	Dambe	10 Nov.	Kapiri-Kakodo DC (also cooperative is available)	FGDs & KIIs
			Chiphesi African Church	IBI & FGDs/KIIs
Lilongwe	M'bangombe	11 Nov.	TA HQs	IBI & FGDs & KIIs
	Chadza	12 Nov.	Chitenga FP School	IBI & FGDs & KIIs
			Kalima bwera	IBI & FGDs & KIIs

IBI = Interview Beneficiary Interview; FGD = Focus Group Discussion; KII = Key Informant Interview.



ADDRESSING DECENT WORK DEFICITS AND IMPROVING ACCESS TO RIGHTS IN MALAWI'S TOBACCO SECTOR (ADDRESS) PROJECT

Project DC/SYMBOL: MWI/20/01/NOR

Name of Evaluator: Madalitso Makwandu Banda

Date: 14 November 2025.

The following lessons learned were identified during the evaluation. A primary list of each lesson is provided in the full evaluation report.

LESSON LEARNED ELEMENT-1		POLICY AND PRACTICE MUST BE TIGHTLY ALIGNED
Brief description of lessons learned (link to specific action or task)		Uneven enforcement, economic pressures, low financial literacy, and entrenched cultural norms continue to expose workers to risks. Strengthening institutional support, enforcement mechanisms, and sustained behaviour-change efforts is essential to close these gaps.
Context and any related preconditions		- Fragmented institutional coordination limits consistent policy application - Limited budgets and weak monitoring reduce local-level compliance. - High informality complicates enforcement and outreach. - Socio-economic vulnerability restricts workers' ability to adopt safer practices
Targeted users /Beneficiaries		- Informal and semi-formal workers exposed to labour risks. - MSMEs with low compliance capacity. - Labour inspectors and district enforcement structures. - Employer and worker organizations promoting decent work.
Challenges /negative lessons - Causal factors		- Weak enforcement due to limited inspectorate capacity. - Economic pressures drive non-compliance. - Low literacy on labour and financial rights. - Cultural norms inhibit reporting and safe practices. - Data gaps hinder evidence-based decision-making.
Success / Positive Issues - Causal factors		- Strong national policy commitment to labour protection. - Active engagement of social partners. - Successful pilots where awareness and capacity building were targeted. - Growing employer interest in decent-work compliance
ILO Administrative Issues (staff, resources, design, implementation)		- Strong coordination despite staff constraints limiting reach. - Adequate resources for targeted actions but insufficient for scale-up. - Well-designed capacity-building focus; future projects need stronger enforcement support and integrated M&E. - Compressed timelines reduced depth of stakeholder engagement.
LESSON LEARNED ELEMENT-2		INTEGRATED APPROACHES DRIVE SUSTAINABLE DECENT WORK
Brief description of lessons learned (link to specific action or task)		Sustainable decent work requires blending value-chain development, climate resilience, tenancy-abolition gains, and strong inclusion of youth and women. Anchoring these interventions in empowered unions and community structures ensures systemic impact.
Context and any related preconditions		- Fragmented sector policies require coordinated planning across value chain, climate, tenancy, and social inclusion actors. - Community structures and unions must be functional before integration can take root.
Targeted users /Beneficiaries		Smallholder farmers, youth, women, cooperatives, and local unions.
Challenges /negative lessons - Causal factors		- Siloed implementation reduces synergy and weakens sustainability. - Limited capacity of local structures to coordinate multi-sector actions.
Success / Positive Issues - Causal factors		- Integrated packages improved productivity, resilience, and equity. - Strong union participation enhanced accountability and uptake.
ILO Administrative Issues (staff, resources, design, implementation)		Need for stronger cross-component coordination and clearer integration pathways in project design.
LESSON LEARNED ELEMENT-3		COMMUNITY-LED AWARENESS CAMPAIGNS TRANSFORM UNDERSTANDING

Brief description of lessons learned (link to specific action or task)	Awareness campaigns are most effective when driven by strong community leadership and cooperative structures. This approach successfully transformed previously low understanding of decent work and children's rights into widespread community knowledge.
Context and any related preconditions	Requires trusted local leadership, functional committees, and community buy-in.
Targeted users/Beneficiaries	Parents, children, farmers, teachers, and traditional leaders.
Challenges /negative lessons - Causal factors	- Initial low literacy and mistrust of external messaging. - Limited reach without active community champions.
Success / Positive Issues - Causal factors	- Peer-driven messages increased credibility and behavioural change. - Cooperative platforms amplified and sustained awareness.
ILO Administrative Issues (staff, resources, design, implementation)	Timely support to community structures improved results but required more consistent follow-up.

LESSON LEARNED ELEMENT-4	PRACTICAL TOOLS STRENGTHEN GOVERNANCE AND COMPLIANCE
Brief description of lessons learned (link to specific action or task)	Context-appropriate tools—such as contract templates, record-keeping guides, and savings systems—significantly improve cooperative governance and compliance with labour standards.
Context and any related preconditions	Requires basic literacy skills, cooperative cohesion, and supportive regulatory frameworks.
Targeted users/Beneficiaries	Cooperatives, farmers, contract workers, and field officers.
Challenges /negative lessons - Causal factors	- Limited capacity to use tools consistently. - Poor record-keeping habits undermine compliance.
Success / Positive Issues - Causal factors	- Tools simplified governance processes and improved transparency. - Standardized templates reduced disputes and strengthened accountability.
ILO Administrative Issues (staff, resources, design, implementation)	Need to scale tool training and embed tools in routine monitoring.

LESSON LEARNED ELEMENT-5	LIVELIHOOD DIVERSIFICATION REDUCES CHILD LABOUR RISKS
Brief description of lessons learned (link to specific action or task)	Linking decent work interventions with livelihood diversification improves household resilience and reduces reliance on child labour, particularly in tobacco-dependent communities.
Context and any related preconditions	Dependent communities need alternative income streams and market access.
Targeted users/Beneficiaries	Vulnerable households, youth, and women in high-risk areas.
Challenges /negative lessons - Causal factors	- Overreliance on a single crop keeps households economically fragile. - Limited business skills reduce viability of alternative livelihoods.
Success / Positive Issues - Causal factors	- Additional income streams lowered child labour pressure. - Households adopting diverse livelihoods showed higher resilience.
ILO Administrative Issues (staff, resources, design, implementation)	Requires stronger linkages with livelihood programmes and financial service providers.

LESSON LEARNED ELEMENT-6	WOMEN ARE KEY AGENTS OF CHILD PROTECTION
Brief description of lessons learned (link to specific action or task)	Women demonstrated higher sensitivity to child-labour risks, reflecting their caregiving roles and active engagement in community monitoring systems. Their leadership is critical for sustaining child protection outcomes.
Context and any related preconditions	Women's committees must be recognized and empowered by community leadership.
Targeted users/Beneficiaries	Women caregivers, mothers, and community child protection volunteers.
Challenges /negative lessons - Causal factors	- Gender norms sometimes restrict women's participation in decision-making. - Heavy household workloads limit their engagement
Success / Positive Issues - Causal factors	- Women's vigilance and caregiving roles improved early detection of risks. - Their leadership strengthened monitoring and reporting systems.
ILO Administrative Issues (staff, resources, design, implementation)	Support for women's groups was effective but requires more systematic inclusion in planning.

LESSON LEARNED ELEMENT-7	INSTITUTIONAL ANCHORS ENSURE CONSISTENCY
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Brief description of lessons learned (link to specific action or task)	Sustained participation of District Labour Officers and community committees is essential for maintaining consistent labour-standards enforcement and follow-up.
Context and any related preconditions	District and community committees require stable staffing and clear mandates.
Targeted users/Beneficiaries	District Labour Officers, community child protection committees, cooperatives.
Challenges /negative lessons - Causal factors	- Staff turnover disrupts continuity of enforcement and oversight. - Weak coordination between district and community levels.
Success / Positive Issues - Causal factors	- Regular involvement of district officers ensured consistent application of standards. - Community committees improved local follow-up and monitoring.
ILO Administrative Issues	Need for stronger institutionalization of roles and adequate district resources.

LESSON LEARNED ELEMENT-8	GENDER-BALANCED CONTRACTING ENHANCES COHESION AND PRODUCTIVITY
Brief description of lessons learned (link to specific action or task)	Allocating contracts equitably between men and women strengthens social cohesion and enhances farm productivity by promoting shared responsibility and fair access to work.
Context and any related preconditions	Requires community acceptance of gender equality principles.
Targeted users/Beneficiaries	Male and female smallholder farmers, labourers, and contractors.
Challenges /negative lessons - Causal factors	- Traditional norms restrict women's access to contracting opportunities. - Some employers undervalue women's contributions.
Success / Positive Issues - Causal factors	- Balanced contracting improved teamwork and household cooperation. - Productivity increased where women participated equally
ILO Administrative Issues	Requires clearer guidance on gender-responsive contracting in project tools.

LESSON LEARNED ELEMENT-9	FAMILY STABILITY UNDERPINS CHILD PROTECTION
Brief description of lessons learned (link to specific action or task)	Household breakdowns were closely linked to school dropout and labour-driven migration, as seen in Chamimbu Cooperative (Mchinji). Family stability is therefore a critical foundation for child protection.
Context and any related preconditions	Communities require functional family support systems and accessible counselling services.
Targeted users/Beneficiaries	Vulnerable households, children at risk of dropout, community child protection actors.
Challenges /negative lessons - Causal factors	- Household conflict and separation drive school dropout and migration. - Lack of psychosocial support exacerbates vulnerability.
Success / Positive Issues - Causal factors	- Stable households maintained schooling and reduced child labour risks. - Community cohesion supported reintegration and protection.
ILO Administrative Issues	Opportunity to strengthen linkage with social welfare services and case management.

LESSON LEARNED ELEMENT-10	GENDER-SENSITIVE APPROACHES IMPROVE OUTCOMES
Brief description of lessons learned (link to specific action or task)	Approaches that promote shared decision-making and women's leadership enhance both social and economic outcomes, reinforcing equity and resilience.
Context and any related preconditions	Requires inclusive decision-making structures and recognition of women's leadership.
Targeted users/Beneficiaries	Women farmers, youth, cooperative members, and households.
Challenges /negative lessons - Causal factors	- Persistent gender inequalities undermine participation and benefits - Women often lack access to inputs and economic opportunities
Success / Positive Issues - Causal factors	- Shared decision making improved trust, efficiency, and household welfare. - Women's leadership accelerated social and economic gains.
ILO Administrative Issues	Integrate gender sensitivity more explicitly into design, monitoring, and training.

LESSON LEARNED ELEMENT-11	COMMUNITY ACCOUNTABILITY SUSTAINS CHILD PROTECTION
Brief description of lessons learned (link to specific action or task)	Active community engagement in reporting and responding to child-rights violations reinforces local accountability and strengthens long-term child protection systems.
Context and any related preconditions	Requires active committees, reporting pathways, and community trust.
Targeted users/Beneficiaries	Children, community leaders, cooperatives, child protection volunteers.
Challenges /negative lessons - Causal	Weak reporting mechanisms discourage disclosures.



factors	• Fear of reprisal inhibits community-level accountability.
Success / Positive Issues - Causal factors	• Community monitoring strengthened early detection and timely response. • Transparent reporting built trust and reinforced norms against child labour.
ILO Administrative Issues	• Need for more systematic support to community committees and feedback loops.

ADDRESSING DECENT WORK DEFICITS AND IMPROVING ACCESS TO RIGHTS IN MALAWI'S TOBACCO SECTOR (ADDRESS) PROJECT

Project DC/SYMBOL: MWI/20/01/NOR

Name of Evaluator: Madalitso Makwandu Banda

Date: 14 November 2025.

The following emerging good practices were identified during the evaluation. A summary list of these practices is provided in the full evaluation report.

GOOD PRACTICE ELEMENT-1	COMMUNITY PLATFORMS FOR SPREADING LABOUR RIGHTS MESSAGES
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	• Leveraged high-attendance community platforms (funerals, VDC/ADC meetings) to deliver messages on child labour, forced labour, OSH, and labour rights.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	• Highly effective where community gatherings are routine; less applicable in urban or transient populations.
Establish a clear cause- effect relationship	• Trusted platforms → Higher message retention → Increased reporting and behaviour change.
Indicate measurable impact and targeted beneficiaries	• Expanded reach; improved community knowledge among rural households.
Potential for replication and by whom	• Replicable by local councils, cooperatives, chiefs, and NGOs/CSOs/Social Partners.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	• Contributes to child labour elimination, OSH promotion, and DWCP priorities.
Other documents or relevant comments	• Requires culturally sensitive facilitation.
GOOD PRACTICE ELEMENT-2	LEVERAGING LOCAL STRUCTURES (DCLCS, CCLCS, SDCS)
Brief summary of the good practice	• Used existing labour and child protection committees to drive sustainability and reduce dependency.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	• Works best where committees are functional and have district backing
Establish a clear cause- effect relationship	• Strengthened structures → Consistent monitoring → Sustained compliance.
Indicate measurable impact and targeted beneficiaries	• Improved case follow-up; better protection outcomes for vulnerable children and workers.
Potential for replication and by whom	• Easily replicable through government systems and local councils.
Upward links to higher ILO Goals	• Aligns with system strengthening under DWCPs and Child Protection Index (CPI) outcomes
Other documents or relevant comments	• Requires periodic capacity refresh.
GOOD PRACTICE ELEMENT-3	ENGAGEMENT OF TRADITIONAL & COMMUNITY LEADERS.
Brief summary of the good practice	• Chiefs and community leaders championed decent work norms, boosting acceptance and accountability.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	• Works where traditional leadership holds authority and legitimacy to community followership.
Establish a clear cause- effect relationship	• Local leader endorsement → Faster community buy-in → Stronger compliance.
Indicate measurable impact and targeted beneficiaries	• Increased reporting of violations; strengthened protection for children and workers.
Potential for replication and by whom	• Replicable in community-driven governance systems.

Upward links to higher ILOGoals	Supports community mobilization pillars of ILO child labour and decent work strategies.
Other documents or relevant comments	Requires structured engagement plans.

GOOD PRACTICE ELEMENT-4	PRACTICAL TOOLS FOR FORMAL LABOUR PRACTICES.
Brief summary of the good practice	Introduced contract templates, record-keeping tools, and savings systems to formalize work arrangements.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Effective where literacy is moderate and cooperatives already have basic governance systems.
Establish a clear cause- effect relationship	Practical tools → Easier adoption → Improved compliance and transparency.
Indicate measurable impact and targeted beneficiaries	Increased contract use; better financial and labour record systems.
Potential for replication and by whom	Replicable across cooperatives, MSMEs, and producer groups.
Upward links to higher ILOGoals	Advances formalization and labour governance goals.
Other documents or relevant comments	Requires simple user training.

GOOD PRACTICE ELEMENT-5	GRADUATION OF SDCS INTO UNION BRANCHES
Brief summary of the good practice	Transitioned Social Dialogue Committees into formal union branches to strengthen worker representation.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Requires legal awareness and union support structures.
Establish a clear cause- effect relationship	Structured representation → Stronger bargaining → Improved workplace protections.
Indicate measurable impact and targeted beneficiaries	Enhanced grievance resolution; stronger protection for workers.
Potential for replication and by whom	Scalable in sectors with emerging cooperatives or associations.
Upward links to higher ILOGoals	Contributes directly to Freedom of Association (FOA) and collective bargaining goals of workers and employers.
Other documents or relevant comments	Needs long-term mentorship.

GOOD PRACTICE ELEMENT-6	COMMUNITY-LED SUPPORT FOR VULNERABLE CHILDREN
Brief summary of the good practice	Cooperative members mobilized scholastic or learning materials to reduce dropout and protect vulnerable children.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Most suitable where cooperatives have solidarity and bye-laws enforcement mechanisms.
Establish a clear cause- effect relationship	Material support → Reduced dropout → Lower child labour risk.
Indicate measurable impact and targeted beneficiaries	Improved school attendance for vulnerable learners.
Potential for replication and by whom	Replicable by cooperatives, churches, and community welfare committees.
Upward links to higher ILOGoals	Supports global child labour elimination strategies and education-focused outcomes
Other documents or relevant comments	Low-cost, high-impact approach.

GOOD PRACTICE ELEMENT-7	VSLA SCHEMES WITHIN SOCIAL DIALOGUE COMMITTEES
Brief summary of the good practice	Internal VSLAs enhanced financial resilience and self-reliance of SDC members.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Works where financial exclusion is high and group cohesion is strong.
Establish a clear cause- effect relationship	Savings → Reduced financial stress → Fewer child labour push factors.
Indicate measurable impact and targeted beneficiaries	Increased savings rates; improved emergency coping.
Potential for replication and by whom	Replicable by cooperatives, women's groups, and producer clubs.

Upward links to higher ILO Goals	Supports social protection, informality reduction, and economic empowerment.
Other documents or relevant comments	Requires simple and easy-to-follow guided governance rules.
GOOD PRACTICE ELEMENT-8	LOCALLY-LED SUSTAINABILITY APPROACHES.
Brief summary of the good practice	District integration and institutional strengthening ensured continuity beyond the project.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Most effective where district budgets can absorb functions.
Establish a clear cause- effect relationship	Embedded systems → Continuous service delivery → Sustained labour protection.
Indicate measurable impact and targeted beneficiaries	Long-term support for workers, children, and community structures.
Potential for replication and by whom	Replicable through district councils nationwide.
Upward links to higher ILO Goals	Advances sustainability and system-strengthening priorities.
Other documents or relevant comments	Requires multi-year capacity reinforcement.
GOOD PRACTICE ELEMENT-9	COMMUNITY SOCIAL DIALOGUE PLATFORMS.
Brief summary of the good practice	Created safe spaces for conflict resolution and collective problem solving.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Works where community governance is participatory.
Establish a clear cause- effect relationship	Dialogue → Reduced disputes → Stronger cohesion and accountability.
Indicate measurable impact and targeted beneficiaries	Faster dispute handling; increased transparency for workers and communities.
Potential for replication and by whom	Replicable by local committees, cooperatives, and unions.
Upward links to higher ILO Goals	Supports FOA, social dialogue pillars, and decent work governance.
Other documents or relevant comments	Requires ongoing facilitation.
GOOD PRACTICE ELEMENT-10	COOPERATIVE-SUPPORTED COMMUNITY PROTECTION PATHWAYS.
Brief summary of the good practice	Strengthened reporting and referral pathways for child labour and labour rights violations.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Works best where cooperatives have trust and presence in communities.
Establish a clear cause- effect relationship	Clear pathways → Faster response → Reduced harm and improved protection.
Indicate measurable impact and targeted beneficiaries	Increased referral cases; more timely child protection interventions.
Potential for replication and by whom	Replicable across cooperatives, NGOs/CSOs/Social Partners, and district structures.
Upward links to higher ILO Goals	Supports national child protection systems and DWCP outcomes.
Other documents or relevant comments	Requires ongoing linkages with district welfare and labour offices.

ANNEX 7: LIST OF REFERENCES

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