



Evaluation Summary



International
Labour
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Evaluation
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Independent Final Evaluation

Evaluation of Addressing Decent Work Deficits in the Tobacco Sector of Zambia and Tanzania Project (DWiT).

Quick Facts

Countries: *Tanzania and Zambia*

Final Evaluation: *August-November, 2020*

Evaluation Mode: *Independent - Cluster*

Administrative Office: *Regional Office Pretoria*

Technical Office: SECTOR, FUNDAMENTALS, ENTERPRISE and LABADMIN /OSH

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Project Code: ZMB 18/02/RBS and TZA/18/01/RBS

Donor(s) & Budget: ILO RBSA USD 920,448(Zambia) and 892,896(Tanzania)

Keywords: Decent work, Livelihoods, Covid-19, Tobacco, Occupational Safety, Gender equality, Child labour and Tripartite.

Background & Context

The DWiT project was initially a one-year strategic engagement designed to address decent work deficits in the tobacco sectors of Zambia and Tanzania.

Implemented in partnership with local actors in the districts of Urambo and Tabora in Tanzania as well as Kaoma and Nkeyema in Zambia, the project aimed at: i) improving the enabling policy environment for decent work; ii) capacity strengthening of the social partners for the promotion of social dialogue; iii) assisting tobacco-growing communities to address decent work deficits; and iv) supporting transition to alternative livelihoods.

In tandem with the Decent Work Strategy, DWiT project interventions revolved around three core areas namely: i) Promote an enabling policy environment for decent work in tobacco-growing countries; ii) Strengthen the capacity of social partners for the promotion of social dialogue; and iii) Assist tobacco-growing communities to address decent work deficits, including child labour, and to transition to alternative livelihoods. Subsequently, the project prioritized support towards: i) Development of tools and mechanisms to inform policy and regulatory frameworks; ii) Capacities strengthening of Child Labour monitoring systems; iii) enhanced Government effort to combat child labour, forced labour and to address other decent work deficits in the tobacco sector; iv) Enhanced capacities of tripartite constituents and other key actors to address decent work deficits through Social Dialogue; v) Strengthened capacities of selected farmers' organizations to address decent work deficits; vi) Strengthened capacities of small-holder farmers and plantation workers to address decent work

deficits; vii) Strengthened knowledge and skills on alternative livelihoods among tobacco-growing communities; viii) strengthened National consultations on resource mobilization; ix) Mobilizing Public and private partners are to support tripartite efforts; x) A Partners' Round Table to promote decent work in agriculture is operational at national level; xi) Knowledge and experiences drawn from project implementation are documented; xii) sharing of knowledge and experiences drawn from project implementation are with relevant national, regional and global actors

Present Situation of the Project

The project implementation period was initially from 1st April, 2019 to 31st March 2020 but was eventually extended to 31st August, 2020 to allow the completion of its activities given the delayed start and COVID-19 challenges.

Purpose, scope and clients of the evaluation

Primarily, this evaluation was undertaken to ascertain the extent to which the project achieved its objectives. Anchored on the OECD/DAC evaluation criteria, the evaluation assessed the project relevance, effectiveness, efficiency, impact and sustainability which formed the basis of lesson learning, documentation of good practices as well as deriving evidence-based recommendations.

Methodology of evaluation

This evaluation adopted a “clustered approach” which means that the evaluation examined the projects in Tanzania and Zambia in one evaluation exercise. This increases opportunities for feedback on the overall strategy and enrich a comparative analysis and reduce cost and time compared to two individual project evaluations. It follows a mixed methods approach (qualitative and quantitative) with main sources of data being both primary and secondary. Primary data (qualitative) was collected from 188 project stakeholders that included inter alia; project staff, implementing partners as well as selected beneficiaries. Quantitative data on the other hand was generated through desk review.

Main Findings & Conclusions

The project performed well as most of its output targets were achieved. Key project achievements in both Tanzania and Zambia are: i) supported 11 (7 in Tanzania & 4 in Zambia) policy oriented assessments to inform both policy formulation and development of requisite tools; ii) development of tools and mechanisms for capacity strengthening and awareness creation about decent work; iii) capacity strengthening of child labour monitoring systems; iv) Supported policy dialogues and collective bargaining among key stakeholders in the tobacco sector; v) facilitated the formulation of the second generation of the National Action Plan on Eliminating the Worst Forms of Child Labour 2020-2025; iv) capacity strengthening of social partners to promote social dialogue; vii) supported transition to alternative livelihoods where by 1293 beneficiaries were training in alternative enterprises in both Zambia and Tanzania; viii) promoted knowledge and experience sharing through systematic documentation and sharing of good practices.

As a result of the project interventions, there is notably great awakening at both policy and programme level towards addressing decent work deficits. Despite the short implementation period (12 months), the project laid a foundation for mobilizing critical mass for promoting decent work in the agriculture sector and beyond.

Project performance was however affected by COVID 19 pandemic that caused the imposing of restrictions on social gatherings and movement of people. As such, some activities that necessitated bringing together many stakeholders could not implemented as planned. This has significant consequences on the timeliness of the project deliverables.

Application of adaptive management coupled with some degree of flexibility in ILO's programming enabled the project to adapt to the changing circumstances due to COVID. The approach of project implementation through partnering with local organisations

such as JCM helped the project to leverage the comparative advantages of the local actors. This helped to reduce the implementation cost of the project.

The DWiT project interventions were well aligned with beneficiary needs as well as national and global development agenda as enshrined in SDGs. Having been informed by ILO's decent work strategy, the project rhymed well with ILO's strategic direction.

Leveraging on ILO's management structures, project management was good with sufficient coordination mechanisms, stakeholder participation platforms which all support the likelihood of results sustainability. Furthermore, ILO's financial management policies and systems were fully deployed to ensure economical use of project resources. As such resource utilization rate was well above 98%. However, the major weakness evaluation noted was the activity rather than result based budgeting. Such as such the linkage between the project expenditure and the desired results is not vividly; a factor that compromised value for money analysis. Furthermore, delays in the project start compromised timely delivery of the intended results.

On the whole, the project delivered well on its output level results. However, the significance of tobacco in the economies of the two project countries to some extent constrains full government commitment to supporting the project ambitions in the short run.

Recommendations

On the basis of the evaluation findings, the following recommendations are derived.

1. Facilitate good political buy in for projects in tobacco to facilitate sustainability of the project investments, processes and results, both at the national and local levels.

Addressed to	Priority	Timeframe	Resources
ILO	High	Medium	Low

2. Streamline flow of funds to avoid delays at project commencement level

Addressed to	Priority	Timeframe	Resources
ILO	High	Short	Low

3. Provide ample mentoring and support to beneficiaries of IGAs.

Addressed to	Priority	Timeframe	Resources
ILO	Medium	Medium	Medium

4. Financial management arrangements should be included in the project document in order to provide holistic guidance on financial management and reporting as well as the basis of ascertaining the levels of compliance.

Addressed to	Priority	Timeframe	Resources
ILO	Medium	Short	Low

5. Support de-emotionalizing the dialogue on alternative livelihoods that is approached from an "either tobacco" or "another livelihood" perspective to diversification of livelihoods.

Addressed to	Priority	Timeframe	Resources
Governments (MLSS for Zambia & PMO-LYEPD in Tanzania)	Medium	Short-Medium	Low

6. Facilitate computation of the locally provided resources such as staff, buildings, vehicles etc. in order to enable an objective judgment on the value of the contributed resources and the project saving that has been made.

Addressed to	Priority	Timeframe	Resources
Governments (the implementing Ministry/Department)	Medium	Short-Medium	Low

7. Promote results-based budgeting and management, align project budgeting to Government's output/results based national budgeting processes.

Addressed to	Priority	Timeframe	Resources
ILO & Government (PMU and Responsible Ministry/Department)	High	Short-Medium	Low