



# Evaluation Summary



International  
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## Creating a protective environment for children in cocoa growing regions of Soubré, Ivory Coast – Final Independent Evaluation

### Quick Facts

**Countries:** Ivory Coast

**Final Evaluation:** January 2016

**Evaluation Mode:** Independent

**Administrative Office:** GOVERNANCE/FPRW/IPEC and field offices

**Technical Office:** FUNDAMENTALS

**Evaluation Manager:** Ricardo Furman

**Evaluation Consultant(s):** Vicente Pardo

**Project Code:** IVC/12/01/MAS

**Donor(s) & Budget:** MARS – USD 1,000,000

**Keywords:** Child Labour, Fundamental Principles and Rights at Work

### Background & Context

The project PPP/MARS belongs to a series of projects ILO/IPEC in Ivory Coast making part of a global strategy for West Africa/ECOWAS . Some projects have coexisted with PPP/Mars till completion in December 2014 . This project is a public-private partnership (PPP) between IPEC and the chocolate company, Mars Incorporated that funded the project through its Vision for Change Program (V4C) with one million US dollars contribution. V4C is a development program present in 75 cocoa growing communities in Soubré

international chocolate industry (CFA) and ILO) to support the implementation of the Harkin-Engel Protocol (2001) for the reduction of child labour.

The objective of the project's development was "to contribute to the elimination of the worst forms of child labor in Ivory Coast", through the achievement of three Immediate Objectives which correspond with the development of three components: 1) The System of Observation and Monitoring of Child Labour in Ivory Coast (SOSTECI); 2) Community Action Plans and 3) Social mobilization through education, SCREAM methodology and awareness. All taking place in 15 village communities (V4C), 4 sub-prefectures and two prefectures (Soubré and Meagui) in the region of Nawa .

The project had an expected duration of 28 months, having started in November 2012, it was to be completed by end - February 2015. That said, it was extended twice, first until August and finally to December 2015, bringing its total length to 38 months.

The evaluation was conducted in three stages: a) Mission preparation from 14 October to 7 November, 2015, establishing contact with the project team, ILO Geneva and the donor (Mars). b) From 10 to 20 November 2015, work was conducted in Soubré, Ivory Coast, with meetings and visits to three beneficiary villages exchanging with the population, committees, schools and women's associations. c) Report writing, from 23 November to 8 December 2015.

## Main Findings & Conclusions

**Project design:** In light of the results obtained, the project structure has been proved effective in serving as a guide and framework for its proper implementation. The evaluator noted the consensus on the validity of the design, combining IPEC integrated approach for the elimination of child labor with the V4C program in cocoa growing communities. The purpose of the project focused on the “broad institutional strengthening “renouncing to direct action programs targeting child victims, given the budgetary constraints. The initial period happening to be too short for implementation, the project followed 10 months extension.

**Relevance:** Following the CCP and PPP/GIG projects, the project PPP/Mars is in full agreement with the IPEC strategy on the ECOWAS region, consistent with the GIG Framework for Action 2010 and with Mars Inc. rural development program (V4C) in Soubré.

According to officials interviewed by the evaluator, the project has been relevant in the village communities affected, as they understood the basic concepts of child labour and the hazardous work to be avoided. Moreover, the evaluation considers the approach of the team settled locally in Soubré ensuring close monitoring of actions, very pertinent.

**Effectiveness:** In regard to the overall satisfactory achievement of the three immediate objectives, the evaluation performs a global assessment of the high effectiveness of the PPP/Mars project. To consider:

1. Activities implementation: Although very late compared to the project schedule, all planned activities were implemented with a good level effectiveness.
2. The effective implementation of the three components of the project:
  - a. SOSTECI is functional in 15 communities and started to deliver encouraging results. Due to delays,

the project worked only 4 months. It remains a system under development where support is still needed.

- b. The Community Action Plans are at work placing the FCL as central factor to the development of the communities.
  - c. Effective outreach was conducted and perceived as an engine of behavioural change regarding child labour, the impact in the population is already measurable.
3. The project indicators progressed significantly. The number of children identified at risk or preserved thanks to SOSTECI, is set on September 30, 2015 at 1559 working children.

**Efficiency:** The evaluation concluded a correct efficiency of the project as it was able to complete all of its planned activities and use most of its budget. To emphasize:

1. The very substantial delays accumulated along the project compared to the original schedule. The project team began its work in September 2013 (10 months after the start) and moved to Soubré in June 2014, 19 months after project start.
2. The project team used 86.4 % of the budget, which is a very correct implementation rate.
3. The balance of 13.6% shows that the project could have continued for some time to extend the ongoing work, such as SOSTECI's collecting (too short).

**Durability:** The project established sustainable basis, in strengthening the technical capacity among key stakeholders; developing CAPs and raising awareness on the negative consequences of child labor. The key elements of sustainable outcomes are:

1. Supporting on priority local institutions and implementing agencies on the ground, was a positive factor for the sustainability and the effective implementation of the project.

2. The most sustainable effect, in the opinion of all stakeholders and beneficiaries, is the new social awareness on FCL among the children, parents and people affected, as well as in public institutions and social organizations, in Méagui and Soubré departments.
3. Regarding the sustainability of SOSTECI:
  - a) On the durability of FCL committees, the evaluation acknowledges its proper implementation. These committees can continue to work on their own, provided that they receive a minimal support from higher levels (prefecture, county, ANADER, NGOs).
  - b) On the financing of the collection system: The evaluation suggests that the "monetization" through bonuses at all levels, jeopardizes the systems' future viability. Adaptations are needed to overcome this and continue to develop the SOSTECI.

**Potential Impact:** Some effects have a good potential for wider impact out of project's boundaries:

1. The lessons learned from the implementation of SOSTECI in 15 communities and 2 departments of the project, should have an impact on the future strategy of the national SOSTECI.
2. At the departmental and local level, institutional strengthening established by the project involves a new "know-how" that could potentially have an impact on the consideration of vulnerable children and the FCL, by managers/decision makers in their "area" of influence.
3. The effects of the implementation of the CAP, such as women's associations IGAs for school canteens and others, have brought major changes to development at the local and community level. The targeted villages agreed to collaborate in extending their

experience to other project untargeted communities.

## Recommendations

### 1. Mars Incorporated, project donor

- a) Finance a new balance study in the 15 target communities and compare the results with the baseline study. This is to be financed via ANADER with ILO methodological support (CLEAR project?) in Abidjan.
- b) To sustain and extend the project achievements, fund a second phase of a 3-year enlarged to some of the other 60 V4C communities. For this purpose, combine: a) partners with methodological rigor and technical expertise like IPEC; b) confirmed on the ground partners, as ANADER, and local institutions and authorities; c) financing of CAP villagers and provide support for the reintegration of children.

### 2. To the consideration of the Government

- a) Continue the political will to take ownership of FCL, notably regarding support for development and the upgrade of SOSTECI.
- b) Regarding the viability of SOSTECI, we recommend to analyze the possibility of "demonetize" the access to information replacing monthly premiums through measures such as:
  - The AGR for data collectors at Community level;
  - At the sub-prefecture and county level, secure the flow of information as part of the "normal" functions designated to departmental authorities (Employment Min, SFFE Min, Education Min, etc.). Engage investments to develop civil servants' efficient working conditions (transport, logistics, furniture, office equipment, communications, etc.)
- c) At the departmental and decentralized prefectural and ministerial authorities' level, continue to make FCL a transversal objective for all sectors and institutions.

- d) Schools coverage in rural communities remains a critical need that requires a sustained state effort.
- e) The role of the police and justice authorities for law enforcement in the fight against the worst forms of child labor, remains essential.

### **3. To the consideration of ILO / IPEC**

- a) Make sure to include in the design of future projects, a component related to the coordination, planning actions to promote the sharing and constructive thinking of stakeholders and partners regarding the FCL.
- b) Interventions anchored on the ground allowing to test and find good practices remain the most relevant. The project demonstrated that settlement a team in the field is the best option for correct implementation.
- c) Cumbersome disbursements administrative procedures penalize the production of small-scale actions or unplanned contingencies. We recommend ILO to study possible improvements to ease disbursement procedures.

### **4. To the project team**

- a) Before the end of the project and the final report, try to include data on the education of school children supported by the DRENET. More precisely, school enrollment rates at the beginning and end of the project, and the evolution of drop-off rates in significant schools. Also include data on children who have actually been identified and assisted (SAP, victims of violence, etc.).