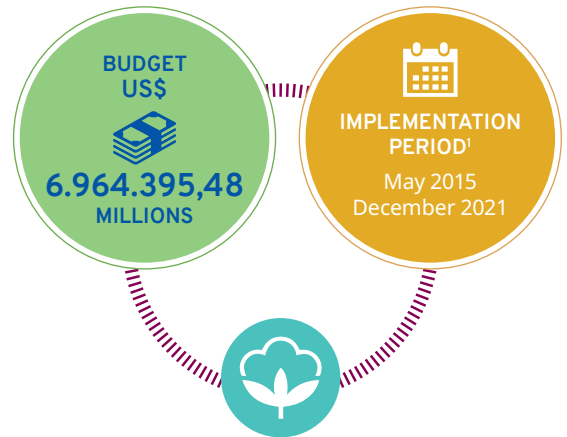


MID-TERM INDEPENDENT EVALUATION COTTON WITH DECENT WORK PROJECT

Project description

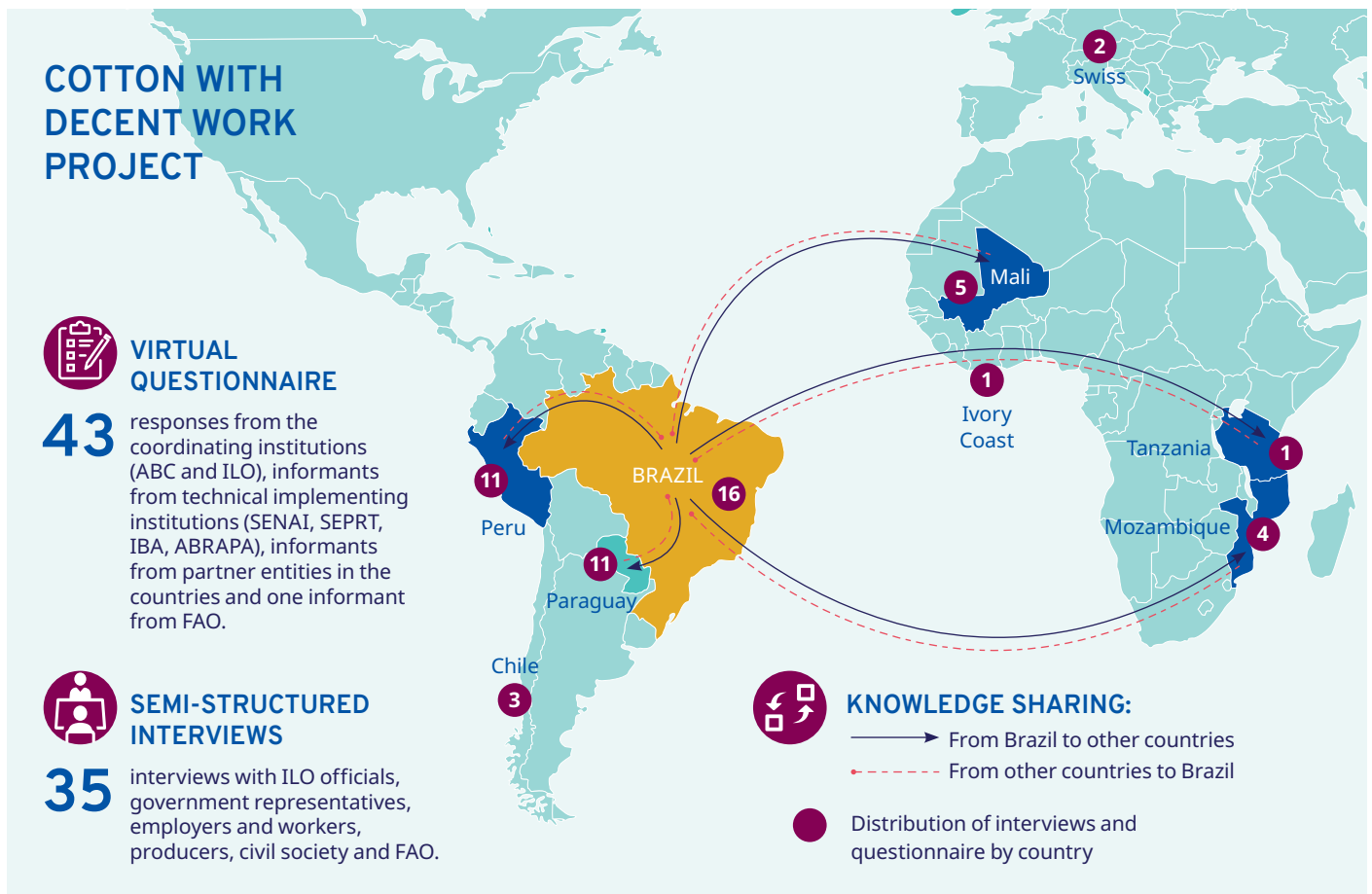
The **Cotton with Decent Work Project** is a global “umbrella” project – developed in two or more continents – which aims to contribute through the Trilateral South-South Cooperation (TSSC), to promote decent work with an emphasis on Fundamental Principles and Rights at Work and to improve working conditions in cotton-producing developing countries.

It is implemented through specific work plans in a country or in a group of countries that are added on the fly. Its execution is the responsibility of the ILO in association with the Brazilian Cooperation Agency (ABC) and the Brazilian Cotton Institute (IBA). As of 2020, it had geographic coverage that included Mali and Mozambique in Africa, and Paraguay and Peru in Latin America.



Evaluation Methodology

Non-experimental independent evaluation, participatory, with a systemic perspective, oriented to use: guided by the criterial model and complemented by the program theory model with a formative and summative approach.



1 In negotiation for the extension of the closing date.

► Main conclusions



The phases of identification and design of the intervention have been **participatory**, and have ensured its relevance



The project is **aligned** with the priorities of the coordinating entities, the basic principles of the TSSC, the UN Cooperation Frameworks for Development in each country, the principles of the ILO and international standards on child labour and social dialogue, as well as with the 2030 Agenda.



The project has demonstrated a **high capacity to adapt** to political, social and economic contextual challenges, as well as those related to the COVID-19 pandemic. This adaptation has been reinforced by the characteristics inherent in the nature of the TSSC, especially with regard to inter-institutional cooperation.



The **project has made considerable progress in achieving results** aimed at increasing the **capacities of partner** country institutions in the **design and implementation of policies and programs** to promote decent work in the cotton production sector. At the individual level, **there is satisfaction with the training received**, although support for the application of the learning received is limited.



The project **manages work in favour of gender equality at a strategic** level and has the ILO framework, which has made it possible to develop products that have been able to correctly introduce the issue of women's rights. The difficulty is that it has not been inferred at the operational level in a systematic way.



During the implementation process, **efforts have been made to be efficient** in the use of resources while generating synergies and a variety of coordination and project activities have been carried out jointly. Alternatives have been identified to achieve higher levels of efficiency. **Coordination spaces**, both at the global level and at the country level, are valued **as spaces for shared, horizontal management and consultation, which promote consensual decision-making**. At the operational level, there are opportunities to streamline certain processes.



The **existing M&E system includes the key elements that largely allow decision-making based on information** about the project implementation process, but **there is no knowledge management system** that allows the different partner countries to access the specific information generated by the project.



Relevant results have been achieved that allow ensuring to a certain extent the sustainability of results in Paraguay and Peru, although there are very relevant results that have not yet been established, such as the effective institutionalization of the prospective methodology in Peru, or the labour inspection modality introduced for the project in Paraguay. The need has also been identified to reinforce and influence more in tripartite coordination to ensure sustainability beyond government institutionalization.



► Learned lessons



The mobility restrictions imposed by the pandemic may have a significant impact on the rationale for the implementation of future TSSC initiatives, which will focus mainly on technical assistance and the exchange of experiences. Likewise, it has been shown that, **although face-to-face character is essential** for certain activities such as prospecting or training missions in rural areas, **it is also possible to carry out many others virtually with similar results**.



The **differentiating value of the TSSC is its high capacity to adapt to contextual challenges** (mainly, in the political sphere). In the case of the Cotton with Decent Work Project, it is evidenced that **cooperation has been carried out between states and not between governments**, and this has been a **key factor** in ensuring the **continuity** of the project and ensuring the sustainability of the results.



► Good practices



Flexible design, with open logic, which has allowed the incorporation of themes that go beyond cotton production, encompassing the entire chain: transport, manufacturing, trade, etc.



The Brazilian model of collective notification was adopted as inspiration by Peru for the development of its "**dissuasive letters**", adapting it to its particular needs and formalizing it in its legal system.



The MONITORA 8.7 tool establishes a series of indicators that allows monitoring the implementation of national plans, policies and initiatives to combat child labour, being able to add information from different institutions.



► Main recommendations



It is proposed to continue **developing internal synergies** between country projects and external synergies with other projects and maximize **complementarity by highlighting the principle of mutual benefit** and launching a **repository or knowledge management system**.



Strengthen the systems for measuring, reporting results and disseminating achievements to all entities involved in the project, by: **selecting the most relevant indicators**; ensure the **dissemination of progress and monitoring results to all entities involved in the project**; Ensure that the **ToC are adequately presented and disseminated**.



It is proposed **to continue advancing in tripartite coordination** and ensure the **effective institutionalization of products to ensure sustainability** beyond possible changes of government, **establish monitoring protocols to generate appropriation and application of knowledge** establish exit strategies and plan activities to give continuity to the results obtained.



Reinforce the gender equity approach: establish the requirements in relation to the gender perspective in the terms of reference of studies; ensure that the monitoring system allows a differentiated evaluation of the results in men and women; **favour the participation of women in decision-making spaces**, previously identifying the main limitations to their participation; use the ILO normative framework and its resources on gender; and **address the differentiated problems that the COVID-19 pandemic is generating in women**.

