



**BUREAU OF INTERNATIONAL LABOR AFFAIRS**  
**UNITED STATES DEPARTMENT OF LABOR**



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# FINAL EVALUATION

## FINAL PERFORMANCE EVALUATION OF THE *PILARES* PROJECT December 2021

**Grantee:** Pact

**Project Duration:** December 2017 – March 2022

**Fiscal Year and Funding Level:** \$2,500,000

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This report presents the final evaluation of the *Pilares Project: Building the Capacity of Civil Society to Combat Child Labor and Improve Working Conditions in Colombia*. Fieldwork for this evaluation was conducted in October and November 2021. IMPAQ International, LLC conducted this independent evaluation in collaboration with the project team and stakeholders and prepared the evaluation report according to the terms specified in its contract with the United States Department of Labor. The evaluation team would like to express sincere thanks to all the parties involved for their support and valuable contributions.

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## LIST OF ACRONYMS

ACW	Acceptable Conditions of Work
ASGM	Artisanal and Small-scale Gold Mining
CIETI	Interagency Committee for the Elimination of Child Labor
CL	Child Labor
CMEP	Comprehensive Monitoring and Evaluation Plan
CSA	Civil Society Actor
CSAPI	Civil Society Actor Performance Index
CSO	Civil Society Organization
CTPA	United States-Colombia Trade Promotion Agreement
DANE	National Administrative Department of Statistics ( <i>Departamento Administrativo Nacional de Estadística</i> )
FGD	Focus Group Discussion
GOC	Government of Colombia
ICBF	Colombian Institute for Family Well-Being ( <i>Instituto Colombiano de Bienestar Familiar</i> )
ILAB	Bureau of International Labor Affairs
ILO	International Labor Organization
IMPAQ	IMPAQ International, LLC
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MOL	Ministry of Labor (Ministerio del Trabajo)
MOME	Ministry of Mines and Energy ( <i>Ministerio de Minas y Energía</i> )
NGO	Non-governmental Organization
OCFT	Office of Child Labor, Forced Labor, and Human Trafficking
OECD-DAC	Organization for Economic Cooperation and Development's Development Assistance Committee
OTC	Outcome
OTP	Output
OUWC	Other Unacceptable Working Conditions
PSAPEA	Pre-situational Applied Political Economy Analysis
SENA	National Training Service (Servicio Nacional de Aprendizaje)
ToC	Theory of Change
ToR	Terms of Reference
TPR	Technical Progress Report
USDOL	United States Department of Labor

## EXECUTIVE SUMMARY

### BACKGROUND AND CONTEXT

On December 15, 2017, USDOL/ILAB awarded Pact U.S. \$2,000,000 over a three-year period to support the project entitled “Building the Capacity of Civil Society to Combat Child Labor and Forced Labor and Improve Working Conditions,” or “*Pilares*” (Spanish for “pillars”). In September 2020, USDOL awarded Pact an additional \$500,000 and a 12-month extension to implement recommendations from the midterm evaluation and further strengthen the capacity of Civil Society Organizations (CSOs). A subsequent 3-month no-cost extension brought the total funding amount to \$2,500,000 and a new project end date of March 2022.

The *Pilares* project is intended to forward progress in reducing child labor (CL) and promoting acceptable conditions of work (ACW) in Colombia’s ASGM sector through the work of CSOs. The project has been implemented in four municipalities in which ASGM is an essential source of livelihood, and in which CL and OUWC are prevalent: El Bagre and Zaragoza in the Bajo Cauca region, department of Antioquia; and Barranco de Loba and San Martín de Loba in the Sur de Bolívar region, department of Bolívar. The two targeted regions of Bajo Cauca and Sur de Bolívar experience high rates of poverty, illegal economies, and armed conflict. As such, they have been prioritized by the Government of Colombia’s Agency of Territorial Renovation for regional development programming in support of the peace process.

The *Pilares* project aims to improve the capacity of civil society to better understand and address CL and promote acceptable conditions of work in the artisanal and small-scale gold mining (ASGM) sector. To build the capacity of civil society, the project is grounded in the *collective impact* approach. This methodology seeks to convene strategic civil society actors at the local and departmental levels in order to align their scopes, capacities, and inherent strategies to address a common agenda, in this case the project’s three intended outcomes:

- **Identify and document** accurate, independent, and objective information on the nature and scope of child labor and on violations of acceptable conditions of work, with a focus on the ASGM sector.
- **Raise awareness** for the protection of workers from child labor and from violations of acceptable conditions of work, with a focus on the ASGM sector.
- **Implement initiatives** to address child labor and violations of acceptable conditions of work, including access to grievance mechanisms for victims of labor exploitation.

As part of Project Modification 1, approved by USDOL in January 2019, *Pilares* added a fourth outcome: Solidarity Networks’ performance improved to address CL and OUWC. Outcome 4 was designed to be crosscutting and to internally measure the project’s methodology. *Pilares*’ performance against this outcome was not measured directly for this evaluation.

### EVALUATION APPROACH

USDOL contracted IMPAQ International LLC (IMPAQ) to carry out a final performance evaluation of the *Pilares* project. The IMPAQ team addressed the evaluation questions using multiple sources of evidence and combining primary qualitative data with secondary quantitative data. Due to the current COVID-19 health pandemic, IMPAQ, Pact, and ILAB agreed that primary data drawn from national and regional stakeholders would be collected remotely. At the local level, primary qualitative data were collected through nine in-person and 25 remote key informant interviews. In addition, the evaluation specialist also conducted ten focus group discussions with the lead evaluator participating remotely. Secondary quantitative data were obtained from performance-reporting data presented in the semiannual technical progress reports (TPRs) to ILAB, as well as additional data gathered during evaluation fieldwork.



## KEY EVALUATION RESULTS AND CONCLUSIONS

**Relevance and Coherence:** Project strategies largely met the needs identified by CSOs and government institutions related to building the capacity of CSOs to prevent CL, such as advocating for effective public policy actions. The collective impact approach resulted in strengthened civil society organizations that had the ability to complement the actions of the Colombian government to prevent CL in the ASGM sector. The collective work was highly successful because the efforts were defined and driven by the CSOs themselves to meet the needs of their communities. However, strategies did not address some of the most pressing labor issues expressed by CSOs related to OUWC, including labor formalization and alternatives to mercury in ASGM processes. However, these issues were not included in the original project design.

**Effectiveness:** The project surpassed the expected level of performance for 26 of 28 indicator targets by the time of the final evaluation, and it was likely to achieve all end-of-project targets by the project end date. The innovative methods adopted by the project to maintain the pace of project implementation during the COVID-19 pandemic were instrumental in the project's high level of achievement. By the end of the project, the project had successfully linked 44 CSOs into three networks, and the CSOs were working collaboratively in these networks under local leadership. Nevertheless, to fully enable the Solidarity Networks (SNs) to develop into autonomous and sustainable entities in addressing CL and OUWC, the project needs more time. The performance index data demonstrated that CSAs<sup>1</sup> achieved a high level of capacity strengthening in a short period of time. The qualitative evidence showed that collectively, organizations were enabled by the knowledge and skills gained related to the three project outcomes.

**Monitoring and evaluation systems:** In a short time frame, the project successfully created an extensive M&E system to measure project progress and the extent of CSO capacity building. The skills of the M&E team in simplifying the data collection and interpretation process and their consistency in training and follow-up were key to the development of the exemplary M&E system.

**Efficiency:** On a relatively small budget of \$2.5 million over the course of just over three years, the project accomplished a great amount. The project's investment in CSO capacity building represented a major highlight. It resulted in the development of a number of tools and provided an extensive amount of technical assistance to enable CSOs to utilize those tools for obtaining funding beyond the term of the project. The project set high standards and achieved them. Despite the delays caused by the pandemic, many project indicators in the M&E plan were achieved beyond 100% several months before the project's end.

**Sustainability:** At the project's end, expectations are that the SNs will continue to leverage the strong linkages developed during the project to address issues of CL and OUWC in their communities. The initiatives that contributed the most to sustainability included working collectively, building alliances, and the small grants process. Actions that could have improved sustainability include building private- and public-sector relationships from the beginning and starting the small grants process earlier in the project.

## PERFORMANCE SUMMARY

To assess the level of achievement and sustainability for each major project outcome,<sup>2</sup> the evaluators developed four criteria: (1) Achievement of indicator targets, (2) CSA capacity building achievements, both quantitative and qualitative; (3) Potential for sustainability of key

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<sup>1</sup> The terms civil society organization (CSO) and civil society actor (CSA) are used interchangeably in this document.

<sup>2</sup> See Annex D, TOR *Pilares* Final Evaluation, for ILAB's performance rating scale definitions.

outcomes as evidenced by tangible resources i.e., non-donor replacement resources, institutional linkages, alliances; (4) Potential for sustainability of key outcomes as evidenced by intangible resources i.e., motivation and ownership, political will, among others. The evaluation team assigned a rating for each of the four criteria to assess the project’s level of achievement and sustainability at the time of the final evaluation. Based on these comparisons, the *Pilares* project’s overall performance score is **HIGH**.

Performance Summary	Rating
<b>Long-term Outcome 1: Improved capacity of civil society to identify and document accurate, independent, and objective information on the nature and scope of child labor and on violations of acceptable conditions of work with a focus on the ASGM sector.</b>	
<ul style="list-style-type: none"> <li>Criterion 1: 100% achievement of all indicator targets related to Outcome 1</li> </ul>	Criterion 1: HIGH
<ul style="list-style-type: none"> <li>Criterion 2: Of the three SNs whose Committee 1 members were assessed, all increased in their capacity, on average, to raise awareness on issues related to CL and OUWC. Maximum scores were reached in 3 of 8 CSAPI performance index subdomains. CSAs from Committee 1 demonstrated a high level of confidence in skills acquired to identify and document CL. With respect to OUWC, however, CSAs had not fully considered other labor issues affecting the ASGM sector.</li> </ul>	Criterion 2: ABOVE MODERATE
<ul style="list-style-type: none"> <li>Criterion 3: SNs could present their findings and generate support (in-kind and financial) from local and regional governments as well as other community groups and private sector stakeholders.</li> </ul>	Criterion 3: HIGH
<ul style="list-style-type: none"> <li>Criterion 4: SNs have the tools to identify and document issues related to CL and OUWC; SNs can use these tools to document other social problems affecting their communities.</li> </ul>	Criterion 4: HIGH
<b>Long-Term Outcome 2: Improved capacity of civil society to raise awareness for the protection of workers from child labor and from violations of acceptable conditions of work with a focus on the ASGM sector.</b>	
<ul style="list-style-type: none"> <li>Criterion 1: Of the SNs whose Committee 2 members assessed, all increased their capacity, on average, to raise awareness on issues related to CL and OUWC. Maximum scores were reached in 5 of 8 CSAPI subdomains.</li> </ul>	Criterion 1: HIGH
<ul style="list-style-type: none"> <li>Criterion 2: CSAs from Committee 2 demonstrated a high level of confidence in skills acquired to raise awareness on CL and OUWC. Efforts are still needed to disseminate information to the rest of the CSOs that are part of the SNs. The project acknowledged this shortcoming and has tried to reach rural areas to replicate the trainings and disseminate awareness-raising materials.</li> </ul>	Criterion 2: HIGH
<ul style="list-style-type: none"> <li>Criterion 3: The SNs achieved community recognition for their efforts to address CL and OUWC.</li> </ul>	Criterion 3: ABOVE MODERATE
<ul style="list-style-type: none"> <li>Criterion 4: The SNs are enabled and empowered to continue engaging the community to develop and implement solutions to prevent CL and OUWC. The SNs maintained the Pilares logo and name, demonstrating community ownership of project results.</li> </ul>	Criterion 4: HIGH
<b>Long-Term Outcome 3: Improved capacity of civil society to implement initiatives to address child labor and violations of acceptable conditions of work, including facilitated access to grievance mechanisms for victims of labor exploitation.</b>	



Performance Summary	Rating
<ul style="list-style-type: none"> <li>Criterion 1: 80% achievement of all indicator targets related to Outcome 3</li> </ul>	Criterion 1: HIGH
<ul style="list-style-type: none"> <li>Criterion 2: Of the three SNs whose Committee 3 members were assessed, all increased their capacity, on average, to implement initiatives to address CL and OUWC. Maximum scores were reached in 4 of 8 subdomains. CSAs from Committee 3 demonstrated a high level of confidence in skills acquired to implement initiatives addressing CL and OUWC. These skills, such as project design, management, and monitoring, were developed through the small grants process.</li> </ul>	Criterion 2: ABOVE MODERATE
<ul style="list-style-type: none"> <li>Criterion 3: The SNs were active participants in the current municipal development plans; they have the skills and knowledge to engage in this activity with future local governments. The SNs were recognized as important actors in promoting social change.</li> </ul>	Criterion 3: HIGH
<ul style="list-style-type: none"> <li>Criterion 4: Each SN developed a plan for building alliances with public- and private-sector partners that was then integrated into their larger sustainability plans. This led to the formation of some key alliances with the Secretary of Mines, municipal officials, and SENA in the Sur de Bolivar.</li> </ul>	Criterion 4: HIGH

**PROMISING PRACTICES**

**1. The collective impact approach was successfully adapted to the Colombian context.** The collective impact approach for addressing complex social issues is comprised of five conditions: a common agenda, continuous communication, a shared measurement system, mutually reinforcing activities and backbone support. The *Pilares* project had to adapt the concept of “backbone support,” because there were no natural leaders among the CSOs who participated in the project. Instead of having one single backbone organization, each SN nominated a group of organizations to be the “*ancla*” (“anchor”) group that led the project activities. Under this structure, the CSOs proved to have a high level of commitment to working collectively to achieve the project outcomes.

**2. The M&E system created excitement among CSOs about measuring progress.** The M&E system that the project developed for tracking project outcomes was highly unusual in its scope and in the way it engaged CSOs to participate in data collection activities. This free, accessible monitoring system included specific Genially dashboards that allowed the CSOs to see the data and to measure the extent of strengthened capacities of their organizations. It took two years to co-create the CSOs’ M&E systems and train the CSOs and project staff on their use. Their commitment to project activities and outcomes grew, as did their desire to keep using independent systems based on the same Google platform. In the last phases of the project, project staff evolved into the role of coaches, providing follow-up as the SNs developed their own M&E systems.

**3. The capacity building strategy was methodically implemented and measured.** Building the capacity of the CSOs was planned with the intention that the participating CSOs would define their own skills and knowledge that were in need of strengthening. CSOs were asked what they needed, instead of being told. The capacity building strategies were implemented as building blocks, with the goal of creating self-sufficient networks.

“Organizations that at first asked for our help are no longer asking, and they’re working with each other. They recognize their own value; are more articulate; are able to engage other actors.”

- A project staff member

**4. The small grants initiative (subawards) gave CSOs an opportunity to apply the capacity-building skills they had gained.** Through the small grants process, the CSOs promoted community ideas for preventing CL such as giving children music lessons, creating radio soap operas, and teaching families how to do beekeeping to generate income. These activities served to promote cultural traditions such as *vallenato* music and generated community pride. The small grants process gave CSOs the opportunity to develop proposals, build budgets, and build their own M&E systems. Once the CSOs were able to manage a small grant, they were capable of leveraging resources and negotiating with public officials.

**5. Community-based project staff provided a valuable human connection.** The field staff lived in the target communities and were able to provide close follow-up with the organizations and with the families in the distant *veredas* (hamlets). They provided technical guidance and mentorship to the CSOs in developing their capacity strengthening plans, managing their M&E plans, coordinating their events, and developing their proposals for the subawards. This connection with the communities was an essential part of creating trust and of the project’s success with the collective impact approach.

## LESSONS LEARNED

**1. Before you can build alliances, you must first develop relationships.** The *Pilares* project closely adhered to its three-year timeline and workplan, in which the first half of the project supported the launch and operationalization of the SNs and the building of capacities so that SNs could operate autonomously. This left the second half of the project for promoting alliances, with the small grants initiatives helping to leverage these alliances. However, it is important for the alliance-building to start sooner, by finding opportunities for the SNs to engage with potential allies and maintaining communication with allies as opportunities for collaboration increase.

**2. Focusing on both CL and OUWC in one project is not an “organic mix.”** There was no natural alignment in the strategies to address CL and those to address OUWC. From the project design, the prime grantee focused on CL issues and the project’s collective impact strategies, while the sub-grantee, ARM, focused almost exclusively on labor issues related to occupational safety and health(OSH) in the ASGM sector. This created a natural separation in strategies addressing both issues, and there were few opportunities to fully integrate the two issues as part of the larger collective impact approach.

**3. The training information given to anchor groups and committees should be transferred to their respective CSOs in a timely manner.** The project’s adaptation of the collective impact approach to capacity building focused on training the SN anchor groups and committees who were then expected to share or replicate the information with other CSO members. However, the process of transferring information did not always occur in a timely manner throughout the project implementation period. Instead, an abundance of information was accumulated by each anchor group, leaving a tremendous amount to transfer at the end of the project. , leading tolt is important to place more focus on the anchor groups from the start of the project, especially on aspects of knowledge transfer, facilitation and leadership.

**4. There was a tendency to overburden the more motivated individuals in the SNs who knew how to get things done.** The more interested and driven individuals in the SNs tended to take on too many responsibilities, leading to burnout. Project staff began monitoring the distribution or delegation of labor to other members of the CSOs to help prevent burnout.

**5. Alternative activities to generate income is an important part of the solution.** The ability to provide income generating activities offers a tangible solution to address root causes of CL in the ASGM sector. The income generation activities that surfaced in the small grants initiative demonstrated the interest in and need for offering feasible alternatives, such as beekeeping/honey production, to generate sustainable income for families in which there is a high risk of CL. Without this component, efforts to prevent CL are less effective or incomplete, since the underlying issue related to child labor is a need for family income. Alternative economic activities can also be used as leverage to obtain further funding from local and regional governments.

## KEY RECOMMENDATIONS

### *Recommendations to USDOL*

**1. Consider funding a continuation of the work implemented under *Pilares*.** Given the extraordinary success of the *Pilares* project, USDOL should fund a continuation of the work implemented by *Pilares* to scale up the process of building the capacity of CSOs to address CL and OUWC using the collective impact approach. A project extension should include a livelihoods component to promote alternative income generation activities and a prominent ACW component that addresses ASGM worker priorities.

**2. Clearly indicate in the FOA the expectations for addressing both CL and ACW.** USDOL should indicate in the Funding Opportunity Announcements the percentage of time to spend on ACW versus CL. ACW “success” should be defined as more than just an increase in awareness and an ability to identify risks. The absence of a natural alignment between these two issues may require USDOL to clearly define ACW expectations, and in order to do so, examine more deeply the context of the labor rights issues in Colombia. This may require additional funding from USDOL with specific allocations for CL and ACW so that grantees can adequately address both.

### *Recommendations to Pact if additional funding is granted*

**3. Expand the project’s reach to new territories, led by SNs.** Pact should facilitate the process of scaling up to new municipalities using the collective impact approach. Look for strategic areas for expansion in new territories or new *veredas* within the existing target region. Pact should take an advisory role only, and the SNs should lead the expansion, as locals training locals, with Pact continuing to provide training for SNs including the application of the monitoring tools developed and on technology to keep up with advances.

**4. Amplify the scope of the alliances component.** Pact should focus on fomenting alliances from the beginning through training, mentoring and follow-up. Facilitate the process for detecting opportunities to engage with public- and private-sector stakeholders and increasing the visibility of the CSOs with potential allies. For private sector alliances, CSOs should develop projects that are of interest to the private sector and communicate ideas at the regional or national levels. National-level alliances should also be encouraged with public sector institutions, including universities, SENA, ICBF, MOL, and the National Agency of Mining, especially when regional level offices are not responding to local needs.

**5. Initiate the small grants component earlier in the project.** Pact should make an earlier start on the subaward implementation process to provide real-world practice in the application of

skills obtained through the project's capacity building activities. The six-month period to implement the small grants process left little time to use this mechanism for building alliances and searching for additional funding. A quicker start would create a longer grant cycle to ensure that the SNs can establish alliances and secure additional funding.

**6. Ensure anchor group members share or replicate information and training continuously.** Pact should ensure anchor group members are continuously sharing information and tools with other CSOs in their respective networks, and as the project scales up, ensure that the transfer of information occurs early in the extension period. Implement a training of trainers for anchor groups early to facilitate the replication of workshops and pedagogical tools to build the capacity of other CSO members earlier.

**7. Strengthen the ACW component.** Pact should expand OSH training so that the content is adequately aligned with the needs of those participating in ASGM. The training should address not only occupational safety and health issues, but also the most pressing labor issues in the ASGM sector. These include labor laws, workers' rights and the structural barriers to formalization. These issues should be acknowledged and addressed to formulate alternative strategies to reach acceptable conditions of work. A specific line of work could be developed within each SN (as an additional working group, for example) with CSOs that are directly related to the ASGM sector. This group could guide the scope of ARM interventions.

**8. Include income generation as a component in projects that address ACW and CL.** Pact should request funding to include income generation activities in the design of any expansion of *Pilares*. It is important that the activities are prioritized through community discussion, and that they address the common burdens of commercial activities in the region, e.g., risk of theft of tools and produce, produce decaying due to the lack of an immediate market, and difficulties in locating effective commercial produce channels. Single mothers, who usually risk leaving their children alone to obtain income outside their homes, could benefit the most.



## 1. PROJECT CONTEXT AND DESCRIPTION

On December 15, 2017, USDOL/ILAB awarded Pact U.S. \$2,000,000 over a three-year period to support the project entitled “Building the Capacity of Civil Society to Combat Child Labor and Forced Labor and Improve Working Conditions,” or “*Pilares*” (Spanish for “pillars”). In September 2020, USDOL awarded Pact an additional \$500,000 and a 12-month extension to implement recommendations from the midterm evaluation and further strengthen the capacity of Civil Society Organizations (CSOs). A subsequent 3-month no-cost extension brought the total funding amount to \$2,500,000 and a new project end date of March 2022.

The *Pilares* project is intended to forward progress in reducing CL and promoting acceptable conditions of work (ACW) in Colombia’s ASGM sector through the work of CSOs. The project has been implemented in four municipalities in which ASGM is an essential source of livelihood, and in which CL and OUWC are prevalent: El Bagre and Zaragoza in the Bajo Cauca region, department of Antioquia; and Barranco de Loba and San Martín de Loba in the Sur de Bolívar region, department of Bolívar. The two targeted regions of Bajo Cauca and Sur de Bolívar experience high rates of poverty, illegal economies, and armed conflict. As such, they have been prioritized by the Government of Colombia’s Agency of Territorial Renovation for regional development programming in support of the peace process.

### 1.1. PROJECT OBJECTIVES, OUTCOMES, AND OUTPUTS

The *Pilares* project is intended to contribute to reducing CL and promoting acceptable conditions of work (ACW) in Colombia’s ASGM sector through the work of CSOs. To build the capacity of civil society, the project is grounded in the *collective impact* approach. This methodology seeks to convene strategic civil society actors at the local and departmental levels in order to align their scopes, capacities, and inherent strategies to address a common agenda, in this case the project’s three intended outcomes:

- Improved capacity of civil society to **identify and document** accurate, independent, and objective information on the nature and scope of child labor and on violations of acceptable conditions of work with focus on the ASGM sector.
- Improved capacity of civil society to **raise awareness** for the protection of workers from child labor and from violations of acceptable conditions of work with focus on the ASGM sector.
- Improved capacity of civil society to **implement initiatives** to address child labor and violations of acceptable conditions of work, including facilitated access to grievance mechanisms for victims of labor exploitation.

The *Pilares* project design included a fourth long-term outcome focusing on the Solidarity Networks’ performance in addressing CL and OUWC.

#### Exhibit 1: Project Objective, Long-term Outcomes, Intermediate Outcomes, and Outputs

**Project Objective: Improved capacity of civil society to better understand and address child labor and promote acceptable conditions of work with a focus on the ASGM sector in selected municipalities of Bajo Cauca, Antioquia and Sur de Bolívar, Colombia.**

Long-term Outcome 1: Improved capacity of civil society to identify and document accurate, independent, and objective information on the nature and scope of child labor and on violations of acceptable conditions of work with a focus on the ASGM sector.

Intermediate Outcome 1.1: Civil society knowledge in relevant areas of CL and OUWC identification, data collection, documentation, and other organizational areas is increased.



**Project Objective: Improved capacity of civil society to better understand and address child labor and promote acceptable conditions of work with a focus on the ASGM sector in selected municipalities of Bajo Cauca, Antioquia and Sur de Bolivar, Colombia.**

Output 1.1.1 Capacity development interventions implemented for CSAs on areas related to CL and OUWC identification, data collection, documentation, and other organizational areas.

Intermediate Outcome 1.2 CL and OUWC identification and documentation reporting mechanism implemented by civil society.

Output 1.2.1 CL and OUWC documentation tools developed and/or adapted by Civil Society Actors (CSAs)

Output 1.2.2 Documentation and identification reporting mechanism established.

Output 1.2.3 Manual for preventing CL in emergency contexts created.

Long-Term Outcome 2: Improved capacity of civil society to raise awareness for the protection of workers from child labor and from violations of acceptable conditions of work with a focus on the ASGM sector.

Intermediate Outcome 2.1 Civil society knowledge in relevant areas of communication, advocacy, awareness raising, and other organizational areas is increased.

Output 2.1.1 Capacity development interventions implemented for CSAs on areas related to awareness raising, communication and other organizational areas.

Intermediate Outcome 2.2 Civil society mobilized to conduct communication and advocacy campaign to raise awareness on CL and OUWC.

Output 2.2.1 Communication and advocacy strategies developed by CSAs.

Long-Term Outcome 3: Improved capacity of civil society to implement initiatives to address child labor and violations of acceptable conditions of work, including facilitated access to grievance mechanisms for victims of labor exploitation.

Intermediate Outcome 3.1 Civil society knowledge in relevant areas of institutional frameworks, grievance mechanisms and other organizational areas is increased.

Output 3.1.1 Capacity development interventions implemented for CSAs on areas related to institutional frameworks, access to grievance mechanisms and other organizational areas.

Intermediate Outcome 3.2 Increased initiatives to address CL and OUWC implemented by Solidarity Networks and/or CSAs.

Output 3.2.1 Initiatives developed within CSA missions/mandates.

Output 3.2.2 Joint initiatives to address CL and OUWC developed by CSAs' networks and other stakeholders.

Output 3.2.3 Alliances to increase knowledge about CL and OUWC between SN and relevant actors established.

Outcome 4: Solidarity Networks performance improved to address CL and OUWC

Output 4.1 Solidarity Networks structure and operations established

Output 4.2 Capacity development interventions implemented for Solidarity Networks

Output 4.3 Solidarity Networks' activities to address CL and OUWC communicated by the project at the national, regional and local level

## 1.2. IMPLEMENTING CONTEXT

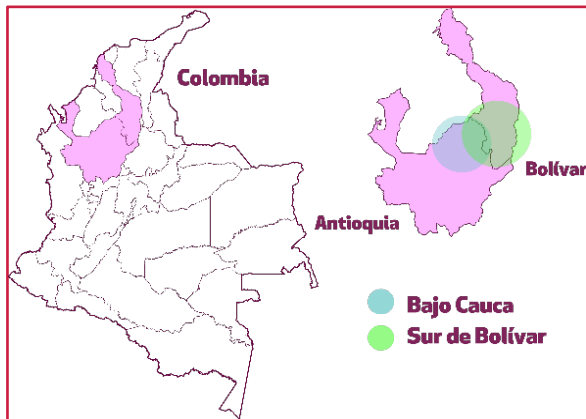
*Significance of ASGM in the local economy.* The project's two target regions in Bajo Cauca and Sur de Bolívar have a historical and cultural tradition of artisanal, or subsistence, gold mining activities since pre-Columbian times. The Secretariat of Mines in each of the targeted municipalities in the selected regions controls legal mining activities, but most artisanal and

small-scale mining units are not formalized or legally registered.<sup>3</sup> Although artisanal mining is an important economic activity in the target regions, it has not resulted in an improvement in conditions of life for those who practice it. High rates of informality undermine governance, security, and legal economies, and cause significant environmental and social impacts.<sup>4</sup>

**Priority labor sector in Labor Action Plan.** In April 2011, the governments of Colombia and the United States signed an agreement known as the “Labor Action Plan” (LAP) to improve labor conditions and labor law enforcement in Colombia, the latter of which was the key barrier for U.S. Congress to approve the U.S.-Colombia Trade Promotion Agreement. The LAP identified five priority sectors for labor improvements, which included the mining sector.<sup>5</sup> The *Pilares* project is one of several technical cooperation programs in Colombia that address labor issues in the LAP priority sectors.<sup>6</sup> USDOL has funded mining-related programming in Colombia. The USDOL-funded project *Somos Tesoro* also conducted activities in mining communities including Zaragoza and El Bagre.

**Security issues.** The *Pilares* project intervention areas (see Exhibit 2) are known for nonformal gold mining activities as well as the large presence of armed groups and paramilitary groups. The *Pilares* field staff and the CSOs have remained attentive to security changes in the region.

**Exhibit 2: Project Intervention Areas.**



PILARES PROJECT DOCUMENT

**Lack of trust in government.** Government institutions regulating both mining and labor have had little presence in the project’s target municipalities, leading to a sense of mistrust of government authorities by civil society actors.

**Impact of COVID 19 Pandemic.** When social distancing measures were announced in March 2020, the *Pilares* project was forced to pivot all anticipated in-person capacity-building activities to remote platforms and develop other creative means of communication to continue with the CSO capacity-building activities. Findings on the impact of COVID-19 on the project are further discussed in Section 3, Question 4.

<sup>3</sup> Borda, Carolina, “Pilares Project Pre-situational Applied Political Economy Analysis: Bajo Cauca and Sur de Bolívar,” September 2018.

<sup>4</sup> Ibid

<sup>5</sup> The five sectors identified in the Labor Action Plan for improved labor law enforcement are palm oil, flowers, sugar, mines, and ports.

<sup>6</sup> Information on USDOL-funded technical cooperation programs is available at: <https://www.dol.gov/agencies/ilab/country/ilab-colombia>

## 2. EVALUATION PURPOSE

In August 2021, USDOL contracted IMPAQ International LLC (IMPAQ) to carry out a final performance evaluation of the *Pilares* project. The evaluation approach is in accordance with DOL's Evaluation Policy. OCFT is committed to using the most rigorous methods applicable for this qualitative performance evaluation, and learning from the evaluation results. The evaluation was conducted by an independent third party in an ethical manner and safeguarding the dignity, rights, safety and privacy of participants. The quality standards underlying this evaluation are Relevance, Coherence, Effectiveness, Efficiency, and Sustainability. In conducting this evaluation, the evaluator strove to uphold the American Evaluation Association Guiding Principles for Evaluators. OCFT will make the evaluation report available and accessible on its website.

This final performance evaluation of the *Pilares* project will assess the extent to which the project has achieved its stated goals and objectives and the effectiveness of project implementation and management. The objectives of the final performance evaluation as determined by the Terms of Reference (ToR) are the following:

1. Assess whether the project has achieved its objectives and outcomes, identifying the challenges encountered in doing so, and analyzing the driving factors for these challenges;
2. Assess the intended and unintended effects of the project;
3. Assess lessons learned and emerging practices from the project (e.g., strategies and models of intervention) that can be applied in current or future projects in Colombia or in projects designed under similar conditions or target sectors; and
4. Assess the outcomes or outputs that can be deemed sustainable.

This evaluation provides evidence to inform decision-making; enhance knowledge of lessons learned and promising practices; and develop recommendations for future projects.

### 2.1. METHODOLOGY

The evaluation team from IMPAQ International, LLC (IMPAQ) used a mixed-methods approach to answer the evaluation questions. Mixed-methods evaluations integrate both quantitative and qualitative approaches to the collection, analysis, and interpretation of data. To achieve the performance evaluation objectives described in the ToR, the IMPAQ team conducted the following data collection activities: (1) targeted, in-depth desk review of all relevant documents; (2) combination of remote and in-person key informant interviews (KIIs) with project stakeholders; (3) in-person focus group discussions (FGDs) with project stakeholders; and (4) rigorous analysis of monitoring data on key performance indicators.

The following is a description of the evaluation questions and data sources, evaluation schedule, data collection methods, data analysis approach, and project limitations.

#### 2.1.1 EVALUATION QUESTIONS AND DATA SOURCES

This evaluation set out to answer specific questions agreed upon by ILAB, Pact, and IMPAQ and organized according to criteria adopted by the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD): Relevance, Coherence, Effectiveness, Efficiency, and Sustainability. Exhibit 3 lists the evaluation questions.

The IMPAQ team addressed the evaluation questions using multiple sources of evidence and combining primary qualitative data with secondary quantitative data. Due to the current COVID-19 health pandemic, IMPAQ, Pact, and ILAB agreed that primary data drawn from national and regional stakeholders would be collected remotely. At the local level, primary qualitative data were collected through in-person key informant interviews and focus group discussions conducted by the evaluation specialist, with the lead evaluator participating remotely. Secondary quantitative data were obtained from performance-reporting data presented in the semiannual technical progress reports (TPRs) to ILAB, as well as additional data gathered during evaluation fieldwork.

**Exhibit 3: Evaluation Questions**

#	Evaluation Questions
<b>Relevance and Coherence</b>	
1	Was the project’s theory of change valid (considering threats to internal and external validity), given the implementing environment?
2	Were the project’s strategies relevant to the priorities of the target groups and local stakeholders?
<b>Effectiveness</b>	
3	To what extent has the project achieved its primary objectives and planned outcomes at the time of the evaluation, and is the project likely to fully achieve them by the end of the project?
4	What effects has the COVID-19 pandemic had on project implementation and how did the <i>Pilares</i> project adapt to this situation?
5	To what extent was the capacity of the CSOs strengthened to address child labor and promote ACW in Colombia’s ASGM sector? What were the results of capacity building activities provided to the Solidarity Networks (SN)? What behavioral change among project stakeholders resulted from capacity-building activities?
6	To what extent did the project implement the interim evaluation recommendations that were agreed to through ILAB’s Disposition on Evaluation Recommendations Tracker (DERT) process? What effect did this have on the project’s achievements, if any?
7	What interventions appear particularly promising for achieving outcomes?
8	How have the monitoring and evaluation systems (CMEP, pre-situational analysis, etc.) been implemented and are they being used to identify trends and patterns, adapt strategies, and make informed decisions?
9	How would you objectively rate the level of achievement for each of the project’s major outcomes on a four-point scale (low, moderate, above-moderate, and high).
<b>Efficiency</b>	
10	Were the project’s inputs (human and financial resources) applied efficiently in implementing the project strategy? What factors, if any, affected efficiency?
<b>Sustainability</b>	
11	Which project activities/initiatives are most likely to be sustained before the project ends? What factors contributed to or limited this sustainability? How could the project have improved its sustainability efforts?
12	What are the lessons learned and promising practices from the <i>Pilares</i> Project? Are there any lessons learned that apply to a particular target region? Which ones?

### 2.1.2 EVALUATION SCHEDULE

In collaboration with the *Pilares* project team, the evaluators developed the site sampling, confirmed the list of stakeholders to be included, and scheduled the interviews. Interviews and focus groups were conducted between October 29 and November 17, 2021. The stakeholder workshop was held on November 19, 2021. Most of the data analysis and report writing were completed between November 22 and December 15, 2021.

### 2.1.3 DATA COLLECTION METHODS

**Data Sources.** The evaluation team (lead evaluator and evaluation specialist) collected data from four sources: KIIs, FGDs, document reviews, and secondary project data. The team used this data to answer the evaluation questions proposed for each analytic evaluation area. KIIs and FGDs were designed to obtain stakeholders' perspectives on the project's implementation and effectiveness. Given the risks of the COVID-19 pandemic as well as travel restrictions for the lead consultant, the evaluation team in consultation with Pact, USDOL and IMPAQ chose a hybrid data collection approach. This resulted in the following data collection strategies:

- The evaluation team conducted remote interviews with all national-level stakeholders using the Teams video conferencing platform;
- The evaluation specialist conducted in-person interviews with local-level public sector stakeholders, including municipal government officials in the targeted regions, with the lead evaluator joining remotely via the Google Meets platform;
- The evaluation specialist facilitated in-person FGDs with civil society actors, with the lead evaluator joining remotely using the Google Meets platform;
- The evaluation team presented preliminary findings of the final evaluation to project staff and stakeholders in Cartagena, Colombia, with remote participation from USDOL and Pact headquarters personnel.

A total of 122 participants (68 females, 54 males) were contacted through 33 key informant interviews and 11 focus groups. Exhibit 4 presents the stakeholder groups interviewed, the genders of the interviewees, and sample characteristics of each.

**Exhibit 4: Stakeholders Interviewed for Final Evaluation**

Stakeholder Group	No. of Interviewees		Characteristics
	M	F	
<i>Pilares</i> Project Staff and Pact HQ	5	9	Project personnel from Pact and ARM and Pact headquarters
Solidarity Networks	19	20	CSO representatives of the three Solidarity Networks in targeted regions
Local Government	3	10	Municipal officials and representatives of the Secretary of Mines and Family Commissary
Regional and National Government	3	5	Regional and national government representatives of ICBF, MOL and MOM
Academic and Vocational Institutions	3	4	Representatives of SENA (National Training Service) and regional universities in Antioquia and Cartagena
Artisanal Miners	10	8	Miners participating in artisanal and small-scale mining

Stakeholder Group	No. of Interviewees		Characteristics
	M	F	
Others	6	3	External civil society organizations and media networks
Private Sector	1	0	Representative of mining company in targeted region
U.S. Government Representatives	1	3	Representatives of ILAB and U.S. Department of State
Community Members	3	6	Parents and children in a community in the targeted region
Totals	54	68	122

**Stakeholder Workshop.** The evaluation team presented preliminary findings to 65 civil society and public sector stakeholders at a workshop held in Cartagena, Colombia on November 19, 2021. Public sector participants included SENA, ICBF, Family Commissions, municipal mayors' offices, and universities. The workshop was part of a larger end-of-project event that brought together representatives from each of the CSOs that participated in the three Solidarity Networks. In addition, representatives from ILAB and Pact participated remotely. The stakeholder workshop provided an opportunity to validate and clarify the preliminary findings, and allow participants to reflect on the project's lessons learned and good practices.

**Document Review.** The evaluators reviewed and referenced numerous documents including the project document, grant modifications, Comprehensive Monitoring and Evaluation Plan (CMEP), TPRs, and other supporting project materials obtained during the fieldwork. Annex A contains a complete list of documents reviewed.

#### 2.1.4 DATA ANALYSIS

The document review, stakeholder interviews, and focus group discussions generated a substantial amount of primary qualitative and secondary quantitative data. The evaluation team categorized, synthesized, and summarized the raw data for an analysis driven by the evaluation questions. Stakeholder responses were triangulated with quantitative data to the extent possible to strengthen the accuracy and reliability of the evaluation.

#### 2.1.5 LIMITATIONS

The findings presented in this evaluation are based on information collected from project reports and background documents, interviews with project staff and stakeholders, and FGDs with civil society organizations. Due to the COVID-19 pandemic as well as security concerns, the lead evaluator did not join the evaluation specialist in the targeted regions to conduct in-person observations and focus groups; instead, the lead evaluator participated via a video conferencing platform. The final selection of interviewees was made by the *Pilares* staff, which depended in part on the selected individuals' ability to connect online with the evaluators. Every effort was made to include a representative sample of project stakeholders.

The evaluation also relied on secondary performance information from semiannual reports and available monitoring databases. The evaluation team was unable to confirm the validity or reliability of the performance data due to time and resource limitations. Stakeholder



responses were triangulated with quantitative data to the extent possible to strengthen the accuracy and reliability of the evaluation.

### 3. EVALUATION RESULTS

This section presents the key findings for each evaluation question category: relevance and coherence, effectiveness, efficiency, and sustainability.



*Pilares* project activities reached the most remote *veredas* in the target regions.

PHOTO CREDIT: IMPAQ

#### 3.1 RELEVANCE AND COHERENCE

**Question 1:** Was the project’s theory of change valid (considering threats to internal and external validity), given the implementing environment?

##### 3.1.1 THEORY OF CHANGE

A well-articulated theory of change (ToC) represents a project’s hypothesis on how planned activities will bring about an expected change. In determining the validity of the ToC, it is necessary to consider the relationship between the proposed strategies and the desired change.

Exhibit 5: *Pilares* Theory of Change



The *Pilares* project design, depicted in Exhibit 5, was based on the notion that *if* civil society acts through intentional, coordinated collaborations, and *if* civil society organizations’ capacity in relevant areas is strengthened, *then* these organizations will have the ability to complement the actions of the Colombian government to prevent CL and OUWC in the ASG sector. To this end, the project brought together 44 CSOs whose organizational capacity (developing agreements, managing data, developing projects, etc.) was strengthened through 372 trainings, workshops, and mentorships and the demonstration of skills in building alliances and generating new funding. The CSOs formed three Solidarity Networks that collectively addressed each of the three project objectives: (i) identify and document accurate information on CL and OUWC; (ii)



The empowerment of the Solidarity Networks was key to the project’s success.

PHOTO CREDIT: IMPAQ

increase awareness on CL and OUWC; and (iii) implement initiatives supporting policies that address CL and OUWC.

A traditional approach to strengthening organizational capacity would be to provide CSOs with project trainings and workshops; *Pilares*, however, adopted a collective impact approach that enhanced organizational capacity by guiding and enabling a diversity of CSOs to work collaboratively toward common project objectives. This collective work was highly successful, as the CSOs' efforts were defined and driven by their own planning and data collection to address the needs of their respective communities. The validity of the ToC is evidenced through the recognition received by the Solidarity Networks from members of the community, local governments and private employers for their strategic work to address CL and OUWC.

**Question 2:** *Were the project's strategies relevant to the priorities of the target groups and local stakeholders?*

### 3.2.1 RELEVANCE OF PROJECT STRATEGIES TO NEEDS OF STAKEHOLDERS

" *Pilares* has been one of the most impactful because they promoted alliances with other CSOs. So instead of a few people from one organization, we have an entire network. We have created alliances with public and private partners."

--SN member, Sur de Bolivar

The *Pilares* project team adjusted its collective impact approach to respond to local contexts. For example, a team of CSOs was allowed to lead each Solidarity Network (known as the "anchor group"), as opposed to a single CSO. Local stakeholders viewed this adjustment as beneficial since there was no one CSO with all of the capacity or time available to coordinate all actions.

The project engaged a wide range of CSOs with diverse objectives. Using the collective impact approach, the CSOs were able to identify priorities and participate in the definition of strategies to be implemented by each Solidarity Network. This enhanced the relevance of project strategies to meet the needs of its participants.

The project's pre-situational analysis identified two major concerns regarding labor issues in the ASGM sector: (1) lack of labor formalization, and (2) lack of enforcement of labor regulations.<sup>7</sup> Due to the magnitude of each issue, the project chose a more specific focus on occupational safety and health (OSH) issues. The evaluators asked stakeholders to identify their needs and priorities with respect to CL and OUWC, and whether project activities adequately addressed those areas. A summary of these findings is presented in Exhibit 6.

#### **Exhibit 6: Stakeholder Needs/Priorities Identified and Relevance of Project Strategies**

<sup>7</sup> Borda, Carolina, "Pre-situational Applied Political and Economy Analysis: Bajo Cauca and Sur de Bolívar," Pact, August 2018.

Stakeholders	Needs or Priorities Identified	Project Activities Considered Relevant
Civil Society Organizations	<ul style="list-style-type: none"> <li>Effectively advocating to local governments for the needs of the communities.</li> <li>Greater understanding of CL and OUWC, and mechanisms to report violations.</li> <li>Access to alternatives to mercury in ASGM processes</li> <li>Access to legal formalization of ASGM miners.</li> <li>Alternative skills to generate income.</li> <li>Skills on working well with others.</li> <li>Funding development skills.</li> <li>Project management skills.</li> <li>After-school alternatives for children.</li> </ul>	<ul style="list-style-type: none"> <li>Project capacity-building activities (trainings, workshops, mentorship) addressing CL and OUWC in the ASGM sector.</li> <li>Trainings for ASGM miners on OSH topics.</li> <li>Promotion of recreational programs for children including music and sports.</li> <li>Capacity-building activities on program development.</li> <li>Trainings on communication and conflict resolution.</li> <li>Small grants to apply acquired skills in project development and management.</li> <li>Income generation pilot project in beekeeping.</li> </ul>
Government Institutions (MOL, ICBF, regional and municipal governments)	<ul style="list-style-type: none"> <li>Reestablishing community trust in government institutions.</li> <li>Greater community participation in government committees.</li> <li>Increased opportunities to hear directly from civil society, especially from rural communities.</li> <li>Increased opportunities to create genuine alliances with communities.</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion of governmental entities in trainings and workshops for civil society actors.</li> <li>Development of CSOs' skills to effectively participate in institutional committees addressing CL.</li> </ul>
Private Sector	<ul style="list-style-type: none"> <li>Opportunities to participate in socially responsible activities supporting community initiatives or projects.</li> <li>Opportunities to support health and safety training of ASGM miners.</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of alliances with private sector partners.</li> <li>Health and safety trainings with ASGM in the project's target regions.</li> <li>Training for Solidarity Networks in developing funding proposals.</li> </ul>

**Discussion of Exhibit 6:** The qualitative findings from the evaluation interviews provided a clear picture of stakeholder needs and priorities, and the project activities considered relevant in addressing those needs. In general, project strategies largely met the needs identified by the different stakeholder groups, with the notable exception of addressing labor formalization in the ASGM sector and providing more in-depth OSH training.

**CSOs:** Project capacity-building activities addressed needs related to organizational development, including communication and collaboration skills, funding development and project management. Project activities also addressed needs for improved knowledge of child labor and OUWC in the ASGM sector, increased availability of after-school activities for children, and alternative skills to generate income. CSO members participating in ASGM activities stated that the project strategies effectively addressed CL, but only superficially addressed OSH issues and did not address what they considered to be the most pressing issue to improve working conditions: labor formalization. One of the main barriers to addressing ACW was the limited project funds for ACW mining-related activities. However, it is also true that not all CSOs participating in Solidarity Networks were specifically involved with gold mining, thus ASGM was not a direct concern for them. The project adapted strategies to include OSH content for multiple sectors, but the OSH focus did not seem particularly relevant to the priorities of the target groups. For mining CSOs, the OSH issues addressed did not achieve the depth of detail that ASGM workers considered important.

**Government Institutions:** Government institutions at the regional and national levels prioritized community relations and opportunities to create meaningful alliances with CSOs. However, at

the local level there were different priorities within each region. In Sur de Bolívar, CL and ACW were identified as important by the local authorities, whereas in El Bagre and Zaragoza, local authorities were not as focused on this issue. As such, the project strategies complemented the work of local authorities to a greater degree in Barranco de Loba, followed by San Martín de Loba, Zaragoza, and lastly El Bagre. A general distrust of local and regional government entities did not permit productive social dialogue with civil society actors. However, project capacity-building activities facilitated the CSOs’ participation in government committees focusing on the prevention of child labor.

**Private Sector:** The private sector stakeholders expressed a need to support effective community development initiatives, including OSH training for miners, as part of their corporate social responsibility programs. The project provided CSOs with training in the development of funding proposals and facilitated the interaction between CSOs and private sector actors to promote alliances to sustain these relationships. However, one private stakeholder expressed a need to strengthen the Solidarity Networks such that they become an effective direct interlocutor with the private sector.

### EFFECTIVENESS

**Question 3:** *To what extent has the project achieved its primary objectives and planned outcomes at the time of the evaluation, and is the project likely to achieve them by the end of the project?*

The project’s CMEP identified 20 indicators corresponding to the project’s three major outcomes and two indicators linked to the project objective. An additional six indicators were assigned to Outcome 4 to measure the improved performance of the Solidarity Networks. Each of the 28 indicators was assigned a baseline value of zero and an end-of-project target value. As of November 2021, the *Pilares* project had achieved or surpassed 23 out of the 28, or 93 percent of the indicator target values. Final results are pending for two of the indicators under Outcome 3, but they are expected to be reached by the project’s end date of March 2022. Below is a detailed review of the progress made to date toward meeting the end-of-project indicator targets for each long-term outcome.

#### 3.3.1 ACHIEVEMENT OF PROJECT TARGETS

**Outcome 1:** The project met or surpassed all indicator targets related to Outcome 1—improved capacity of civil society to identify and document independent and accurate information on CL and OUWC (Exhibit 7). One outstanding achievement under Outcome 1 involved implementing a methodical process to teach CSAs how to conduct their own research on issues that impact their communities. Most often, research is conducted by outside consultants who then share their “expert knowledge” with community members. The *Pilares* project, however, trained a sub-committee within each Solidarity Network (Committee 1) to carry out community research by first increasing SNS’ knowledge on how to accurately identify and document CL and OUWC (OTP 1.1.1), and then providing training on how to develop data collection tools (OTP 1.2.1) and create and implement reporting mechanisms (OTP 1.2.2). For a full description of tools used to measure performance or capacity, see Question 5 on Capacity-building and Question 8 on Project Monitoring and Evaluation Systems.

**Exhibit 7: Outcome 1 Progress Toward End-of-Project Targets**

Outcome (OTC) and Output (OTP) Indicators	End-of-Project Target	Actual	Progress (%) (as of Oct. 2021)
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OTC 1	Percentage of CSAs (committee 1 members) with improved capacity to identify and document information of CL and OUWC.	60%	100%	167%
OTC 1.1.	Percentage of CSAs (committee 1 members) with increased knowledge in CL and OUWC identification, documentation and other organizational areas	60%	100%	167%
OTP 1.1.1	Number of capacity development interventions implemented for CSAs related to identification and documentation of CL and OUWC and other organizational areas	78	118	151%
OTC 1.2	Number of reports shared with the Government of Colombia	13	27	208%
OTP 1.2.1	Number of tools developed or adapted to identify and/or document CL and OUWC	2	4	200%
OTP 1.2.2	Number of capacity development interventions focused on the creation and implementation of the reporting mechanisms	7	21	300%
OTP 1.2.3	Number of public, private or social organizations that received the manual for preventing CL in emergency times	50	51	102%

**Outcome 2:** The *Pilares* project met or surpassed all indicator targets related to Outcome 2—improved capacity of civil society to raise awareness on CL and violations of ACW, with a focus on the ASGM sector (Exhibit 8). As part of its implementation of the collective impact approach, the project focused on developing a group of “communication and advocacy experts” within each Solidarity Network (these were called Committee 2) to raise awareness on CL and OUWC (OTP 2.1). In turn, these committee 2 members developed and implemented 56 awareness-raising events (OTP 2.1.1), which is more than double the end-of-project target. The successful implementation of these community awareness activities demonstrates the improved organizational capacity of the CSAs to raise awareness on CL and OUWC (OTC 2). For a full description of tools used to measure performance or capacity, see Question 5 on Capacity-building and Question 8 on Project Monitoring and Evaluation Systems.

**Exhibit 8: Outcome 2 Progress Toward End-of-Project Targets**

Outcome (OTC) and Output (OTP) Indicators		End-of-Project Target	Actual	Progress (%) (as of Oct. 2021)
OTC 2	Percentage of CSAs (committee 2 members ) with improved capacity to raise awareness about CL and OUWC	60%	100%	166%
OTP 2.1	Percentage of CSAs (committee 2 members) increased knowledge in relevant areas of communication, advocacy, awareness raising and other organizational areas	60%	86%	143%
OTP 2.1.1	Number of CD interventions implemented related to awareness raising, communication and other organizational areas	78	107	137%
OTC 2.2	Number of communication and advocacy activities implemented by CSAs	25	56	224%



OTP 2.2.1	Number of communication and advocacy strategies developed by CSAs	3	3	100%
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Outcome 3—improved capacity of civil society to implement initiatives to address CL and violations of ACW, including facilitating CSAs’ access to grievance mechanisms for victims of labor exploitation (Exhibit 9). Outcome 3 indicators measure the expected changes in knowledge and behavior. This includes CSAs’ increased knowledge on the proper institutional grievance mechanisms (OTC 3.1 and OTP 3.1.1), and the development of initiatives/proposals to address CL and OUWC (OTP 3.2.1).

To achieve these outcomes, *Pilares* facilitated the creation of a committee 3 within each SN to implement initiatives that address CL and OUWC. At the time of the final evaluation, at least ten proposals developed by the SNs had been selected to receive small sub-grants to carry out initiatives to address CL and OUWC (OTC 3.2). The project surpassed the target by more than double for the number of joint activities conducted between SNs and relevant actors (OTP 3.2.2). The project also surpassed the number of alliances established with training or academic institutions such as SENA and the University of Cartagena (OTP 3.2.3). At the time of the final evaluation, the project was just short of meeting its target for formal alliances established between CSAs and relevant public and/or private entities (OTP 3.2.2.1). This target is expected to be met by the project end date. For a full description of tools used to measure performance or capacity, see Question 5 on Capacity-building and Question 8 on Project Monitoring and Evaluation Systems.

**Exhibit 9: Outcome 3 Progress Toward End-of-Project Targets**

Outcome (OTC) and Output (OTP) Indicators		End-of-Project Target	Actual	Progress (%) (as of Oct. 2021)
OTC 3	Percentage of CSAs (committee 3 members) with improved capacity to implement initiatives to address CL and OUWC	60%	100%	167%
OTC 3.1	Percentage of civil society actors increased knowledge in relevant areas of institutional frameworks, grievance mechanisms and other organizational areas.	60%	100%	167%
OTP 3.1.1	Number of capacity development interventions implemented for CSAs related to institutional frameworks, access to grievance mechanisms and other organizational areas.	78	101	129%
OTC 3.2	Percentage of increased initiatives to address CL and OUWC implemented by SN and/or CSAs.	40%	N/A	N/A
OTP 3.2.1	Number of initiatives developed within CSA's missions/mandates	19	21	111%
OTP 3.2.2	Number of joint activities to address CL and OUWC developed by CSAs’ networks and other stakeholders.	15	39	260%
OTP 3.2.2.1	Number of alliances between members of coordination bodies and CSAs to address CL and/or OUWC	6	5	83%
OTP 3.2.3	Number of alliances established to increase knowledge about CL and OUWC between SN and relevant actors	3	4	133%



**Outcome 4:** The *Pilares* project met or exceeded all six indicator targets related to Outcome 4—Solidarity Networks’ improvement in performance to address CL and OUWC (Exhibit 10). Each SN defined how to measure its improved performance by developing a set of internal indicators as described in the project’s CMEP. Each SN also participated with the other SNs in establishing a set of common indicators of performance. Collectively, these indicators established key milestones in the process of building the capacity of CSAs through the collective impact approach.

**Exhibit 10: Outcome 4 Progress Toward End-of-Project Targets**

Outcome (OTC) and Output (OTP) Indicators		End-of-Project Target	Actual	Progress (%) (as of Oct. 2021)
OTC 4	Number of SN with performance improved to address CL and OUWC	2	3	150%
OTC 4.1	Number of Solidarity Networks created	2	3	150%
OTP 4.1.2	Number of capacity development interventions implemented for Advisory committee and/or Anchor organizations	6	7	117%
OTP 4.2	Number of capacity development interventions implemented for Solidarity Networks	10	18	180%
OTP 4.2.2	Number of sustainability plan created for SN	3	3	100%
OTP 4.3	Number of communications products disseminated by the Project	108	144	133%

**Summary Discussion:** The project achieved an elevated level of overall performance in achieving project outcomes. At the time of the final evaluation four months prior to the project’s end, the end-of-project targets had been exceeded for 24 of the 28 project indicators (85.7%). This was despite the onset of the COVID-19 pandemic in the first half of project implementation. The methods utilized by the project to maintain the pace of project implementation during the pandemic were key to the project’s high level of achievement. These methods are described in Question 4, along with other factors that contributed to the project’s high level of overall achievement.

**Question 4:** *What effects has the COVID-19 pandemic had on project implementation and how did the Pilares project adapt to this situation?*

**3.4.1 EFFECT OF COVID-19**

The *Pilares* project was a little over a year into its three-year term when the first case of Covid-19 was confirmed in Colombia on March 6, 2020. On March 11, 2020, the World Health Organization declared a global health pandemic. Soon after, the government of Colombia issued strict social distancing measures that required the *Pilares* project to suspend all in-person activities.

In response to these new restrictions, the *Pilares* project quickly began to incorporate new communication methods to adapt to a pandemic context. Staff members stayed connected

with the SNs via WhatsApp, email, and direct phone calls. In order to continue with project activities, staff members developed remote and hybrid trainings and took on new roles as graphic designers, virtual trainers, and communicators. Exhibit 11 details ways in which the project adapted to maintain communication with the Solidarity Networks and minimize the delays in completing the planned capacity-building and awareness-raising activities.

**Exhibit 11: Project Communication Adaptations**

Project Adaptation	Results
1. Digital Platforms	CSAs advanced their digital capacities using social media such as Facebook, WhatsApp, radio, and mobile phones for communication and various virtual activities.
2. Radio and Radio-soaps	Radio and radio-soaps ( <i>radionovelas</i> ) provided powerful tools for conveying messages about child labor. At least 4,000 people accessed <i>the radionovelas</i> through Facebook. An additional number of listeners heard the <i>radionovelas</i> broadcast through at least two radio stations. <i>The radionovela</i> production received wide recognition and is planned for re-airing.
3. Hybrid Trainings (in-person and virtual)	Most project activities were carried out via digital platforms, but some in-person activities were gradually reintroduced while observing protective measures such as mandatory facemask use, handwashing, body temperature monitoring, and social distancing.
4. Olympic Torch ( <i>Antorcha</i> )	An activity similar to an Olympic torch relay was implemented by the SN in El Bagre, with the “messengers” traveling from <i>vereda</i> to <i>vereda</i> (hamlet to hamlet) to deliver verbal and written information and news flashes. The messengers encouraged households to discuss the messages and to post their thoughts or responses on the SN Facebook page.

*Discussion of Exhibit 11:* *Pilares* was able to use the challenges of the pandemic to increase knowledge of technology and improve digital skills. The SNs’ use of social media and other digital platforms to convey messages and develop capacity proved to be an effective means of addressing mandatory restrictions in areas with phone and Internet access.

However, adaptations using technology and digital skills lacked utility in areas where Internet and phone connectivity were unreliable or non-existent. This was particularly true for the Sur de Bolivar region or in communities located outside the towns. In order to continue work in these *veredas*, the project had to use more traditional communication methods such as radio, supplemented by printed materials delivered by village-to-village messengers. The *antorcha*, named after the Olympic torch, proved to be a feasible and simple alternative to message delivery.

The limited interactions required by pandemic safety precautions ultimately strengthened the communication skills of the CSAs and contributed to stronger project results. These adaptations not only revealed the capacity of CSAs to quickly adjust to new contexts and methods of learning, but also brought to light the many possibilities for use of remote means as a complement to in-person activities to build the capacity of civil society. As one project staff member stated when describing the development and implementation of new communication tools as a result of COVID-19:

"The pandemic on this issue has been advantageous; people have their heads ready to access worlds they didn’t even know existed."

-A project staff member



Announcement of the date and time of the *radionovela* "El Dilema" on Facebook Live. Notices of radio programs were passed from *vereda* to *vereda* by the "Olympic Torch" messengers.

**Question 5:** To what extent was the capacity of the CSOs strengthened to address child labor and promote ACW in Colombia's ASGM sector? What were the results of capacity building activities provided to the Solidarity Networks (SN)? What behavioral change among project stakeholders resulted from capacity-building activities?

### 3.5.1 PROJECT TOOLS TO MEASURE CAPACITY

The project developed a number of tools to measure the extent to which the capacity of CSAs was strengthened. These criteria were assembled into the project's CSA Performance Index (CSAPI) tool.<sup>8</sup> The CSAPI measured increases in CSA capacity for each long-term outcome within the four domains (Effectiveness, Efficiency, Relevance, Sustainability) and within two corresponding sub-domains using increasingly complex levels of criteria to assess the extent of capacity-building. Each CSA in the three target regions (El Bagre; Zaragoza; Sur de Bolívar) conducted a 2018 baseline self-assessment of the two sub-domains within each of the four domains, with a repeat assessment in October 2021. These assessments provided robust quantitative evidence of the strengthened skills and enhanced capacity-building among project CSAs. Highlights of these outcomes are discussed below. A more complete discussion of the CSAPI tool appears in Question 8 of the findings.

### 3.5.2 QUANTITATIVE RESULTS OF CAPACITY BUILDING

**Outcome 1, Improved capacity to identify and document CL and OUWC.** The CSAPI results for Outcome 1 showed that 100% of Committee 1 members assessed (n=18) increased their capacity to identify and document CL and OUWC. The SN in Sur de Bolívar demonstrated the largest growth/change, with several capacity-building benchmarks reaching Levels 3 and 4 such as using and sharing reporting mechanisms to identify and document CL and/or OUWC.

**Outcome 2, Improved capacity to raise awareness of CL and OUWC.** The CSAPI results for Outcome 2 showed that 100% of Committee 2 members assessed (n=16) increased their capacity to raise awareness about CL and OUWC. Each SN reached the maximum score on the benchmark pertaining to successful activities. The SNs' capacity to plan and execute awareness-raising activities was evidenced through the implementation of 56 activities, which is twice the established target.

<sup>8</sup> Pact, CMEP, *Annex 4, Data Collection Instruments*. 2018.

*Outcome 3, Improved capacity to implement initiatives on CL and OUWC.* The CSAPI results for Outcome 3 showed that 100% of Committee 3 members assessed (n=16) increased their capacity to implement initiatives to address CL and OUWC. All networks reached the maximum score on the benchmark related to engagement.

The high levels of project achievement in the area of capacity-building documented in the quantitative data are supported by qualitative information collected during key informant interviews, focus groups, and the final stakeholder meeting. A discussion of these results follows.

### 3.5.3 QUALITATIVE RESULTS OF CAPACITY BUILDING

“Very impressive the results of *Pilares* in promoting youth leadership. Their work involved passing on this knowledge about child labor to children in distant rural communities through activities such as making murals. ‘We can get to the point where the kids say that they should not be working, and parents wonder where they heard that and it’s from *Pilares*.’”

– National-level NGO representative

*Outcome 1, Improved capacity to identify and document CL and OUWC.* Project stakeholders noted that the CSAs were able to develop research strategies to identify CL and OUWC. Members expressed confidence in the skills they acquired to conduct their own surveys and share findings, both verbally and in writing, to the larger SN and corresponding governmental institutions. Committee 1 members in Sur de Bolívar expressed great interest in continuing the data collection activities. Committee 1 members from Zaragoza felt empowered by the knowledge and skills gained. They valued the fact that they are now able to gauge what is happening in their communities and compare it with information provided by authorities on social problems and the efficacy of governmental interventions.

Local authorities also recognized the importance of CSAs identifying and documenting CL and OUWC in their own communities, noting how this information can help inform local public policy. Much of the documentation occurred in rural areas where governmental institutions have little access to remote *veredas*, and where community members feel apprehensive toward the government and government-imposed sanctions such as those implemented by ICBF and local Family Commissions (*Comisarías de Familia*). The fact that Committee 1 members were a part of their own communities helped to foster trust.

Additionally, the SN in Sur de Bolívar advocated for the implementation of the SIRITI system, which is the inter-institutional mechanism for reporting child labor. This raised awareness among community members on the proper mechanism for reporting cases of CL to government authorities.

*Outcome 2, Improved capacity to raise awareness of CL and OUWC.* The range in age of CSA members created an opportunity for younger members to facilitate the use of social media platforms such as Facebook Live, and for older members to take pride in promoting traditional communication methods such as radio and village-to-village messengers. According to stakeholders, this resulted in enhanced community awareness of CL and OUWC, including among youth, and an increased sense of community responsibility for addressing the issues of CL and OUWC.

Committee 2 members felt empowered by the communication skills acquired. However, there is still a need to disseminate these skills and information to all CSOs within the Solidarity Networks. The project has acknowledged the shortcoming and has made a concerted effort to reach the most remote areas directly to replicate the information.

Community members who have been normalizing CL for many years received the information and acknowledged the importance of addressing CL with families. They valued the fact that local leaders are the ones leading the change.



Youth CSAs documented community events

PHOTO CREDIT: IMPAQ

*Outcome 3, Improved capacity to implement initiatives on CL and OUWC.* Efforts to implement initiatives included the successful participation of SNs in the Inter-Institutional Committees for the Eradication of Child Labor (CIETIs), a critical collaboration for addressing CL and OUWC. The CSAs also forged alliances with private- and public-sector stakeholders and academic institutions. Toward the end of the project, some stakeholders, in discussing newly acquired skills in developing project proposals for small grants and managing small grant projects, noted their increased capacity to negotiate with other actors and train others using participatory methods. The CSAs' strengthened capacity to implement initiatives was ultimately demonstrated with increases in all capacity-building categories in the CSAPI, and most importantly in their abilities to develop proposals and manage sub-awards for initiatives to address CL and/or OUWC. Participation in the administration of the CSAPI also led CSAs to understand methods for measuring increases in organizational capacity. As noted at the end of the project,

"Through this project we know better what capacity building is and how it can be measured."

- USDOL staff member

The sub-grants provided to select CSOs and each SN anchor group provided an opportunity to implement income-generating initiatives such as beekeeping projects in Sur de Bolívar. Other sub-grants supported after-school alternatives for children such as music classes in Sur de Bolívar and movie nights (*Cine foros*) in El Bagre. At least one sub-grant addressed OSH in small mining units. Many of these projects were expected to be completed in January 2022; the full extent of their results is yet to be seen.

#### 3.5.4 BEHAVIORAL CHANGES AMONG CIVIL SOCIETY ACTORS AND LARGER COMMUNITY

The increases in organizational capacity among project CSAs were reflected in “real-world” *behavioral* changes that were observed by CSAs near the end of the project. These reported behavioral changes of CSAs included:

- Working in teams and working collaboratively with one another. “Organizations that at first asked for help are no longer asking and they’re working with each other. They recognize their own value. They’re more articulate and able to engage other actors.”
- Transmitting their knowledge to members of their communities. “Youth were passing on knowledge about child labor to children in distant rural communities through activities such as making murals.”



- Engaging in measurements of their own improvements in organizational capacity. This showed that there is still room to grow and further strengthen their skills and knowledge of CSOs in each SN.

It was not only the CSAs who exhibited changes in behavior as a result of project activities; toward the end of the project, stakeholders observed and reported behavior changes occurring within the *community*:

- More active participation and collaboration among community members
- Increased support for prevention of CL by the municipal government of Barranco de Loba
- Improved relationships with armed groups: “We wear *Pilares* T-shirts and that gives us protection. The armed groups respect us. By creating leaders, *Pilares* has created a situation in which the armed groups realized that we are helping, and they don’t want to impede progress.”

**Question 6:** *To what extent did the project implement the interim evaluation recommendations that were agreed to through ILAB’s Disposition on Evaluation Recommendations Tracker (DERT) process? What effect did this have on the project’s achievements, if any?*

### 3.6.1 RESULTS OF IMPLEMENTING MIDTERM EVALUATION RECOMMENDATIONS

In November 2019, Pact contracted a local independent evaluation team to conduct the *Pilares* project interim evaluation. The evaluation report outlined 15 recommendations aimed at strengthening the results of the project. Following the approval of the evaluation document, agreements were reached between USDOL and Pact on the actions to be taken to address the recommendations. These actions were documented by USDOL in the Disposition on Evaluation Recommendations Tracker (DERT) for *Pilares*, Interim Evaluation, April 2020.<sup>9</sup> Each Technical Progress Report (TPR) to USDOL included an update on the DERT.

The midterm evaluation recommendations were made prior to the strict social distancing measures issued by the GoC in response to the global COVID-19 pandemic. Despite the numerous challenges the pandemic context presented, the project addressed all 15 recommendations to the extent possible. At the same time, within this new context, project staff prioritized the following eight recommendations that resulted in significant contributions to project results.

**Recommendation 1:** *Request a 24-month project extension for implementing key project activities.* A cost extension proposal was submitted and approved by USDOL in September 2020, extending the project by 12 months until December 2021. This allowed the project to carry out midterm evaluation recommendations and provide additional time for SNs to complete activities impacted by COVID-19. Following this, the project was granted a no-cost extension until March 2022 to allow additional time to complete the small-grants awarded to CSOs in the target regions.

**Recommendation 2:** *Make visible the relevance of SNs for the local government development plans.* The project hired consultants to carry out 12 trainings for public servants and CSO representatives on how to include CL and OUWC in municipal development plans. The CSOs

<sup>9</sup> USDOL Disposition on Evaluation Recommendations Tracker DERT for *Pilares* Midterm Evaluation, April 2020



actively participated in the creation of the municipal development plans of El Bagre, Zaragoza, San Martín de Loba and Barranco de Loba, all of which included activities to address CL and OUWC. In Barranco de Loba, with the participation of the Sur de Bolívar SN Committee's 3 members, the new local government administration included CL in the municipality's development plan and in the multi-year municipal investment plan. The mayor allocated resources to support music classes for children at risk of child labor. In San Martín de Loba, the SN was successful in engaging the recently created Office of Mines (*Oficina de Minas*). Articulation with local authorities has been more difficult in El Bagre and Zaragoza, some of which is attributable to a perception that there have been too many projects conducted in these municipalities.

**Recommendation 4:** Promote regional synergies among projects with similar goals to increase inter-institutional and inter-project collaborations. Due to the pandemic, some of the proposed items were no longer relevant such as participation in the ABC Bajo Cauca. However, an Alliances Specialist was hired in 2021 to develop and promote an "alliance approach." This resulted in the CSAs receiving training on how to develop and maintain alliances. The SNs also gained skills in effective communication; each SN developed a communication strategy that included ways to address CL and OUWC and make use of technological skills needed to carry out project activities remotely.

**Recommendation 6:** *Promote the connectivity to SIRITI.* The Colombian MOL's System for the Identification, Registration and Characterization of Child Labor (SIRITI) was created to offer an inter-institutional response to the problem of child labor in Colombia. With support from *Pilares*, the new public administration of Barranco de Loba registered to participate in the MOL's SIRITI system. This was a great achievement, as this municipality is among only four municipalities in the Bolívar department that are registered in the system and can report cases of CL. Prior to *Pilares*, the municipality had not reported official information on CL. Project M&E staff developed a simplified mechanism for SNs to share information relevant to the SIRITI. Municipal officials from El Bagre, Zaragoza and San Martín de Loba did not show the same level of interest toward registering in the SIRITI.

**Recommendation 7:** *Promote formal strategic alliances with SENA and ICBF to improve strengthening plans and access to financial support.* An agreement was reached between the SN in Sur de Bolívar and SENA to provide capacity building on themes prioritized by the SN of Sur de Bolívar. The certificated trainings in Sur de Bolívar included beekeeping and Microsoft Office. In El Bagre, certificated trainings included first aid and proper handling of fire hydrants. SENA also worked in Bajo Cauca to provide certificated courses in systems and accounting. Regarding ICBF, collaboration has been achieved at the regional and national levels.

"*Pilares* has an important seat at the dialogue table (*mesas de infancia*). They earned that seat."

- Regional ICBF official from Bajo Cauca

**Recommendation 10:** *Increase the number of professionals on the M&E team at the local level.* The M&E challenges documented at midterm included difficulties experienced by the SNs to fulfill CMEP data collection requirements. An M&E consultant was hired with the additional resources provided by the project cost extension. The M&E team pP proposed a modification to the CMEP to include the midterm evaluation recommendations, which were later approved by USDOL. The M&E team increased technical assistance and mentoring to CSOs on the proper use of data collection tools, particularly to those CSOs who had won sub-awards and to the SN anchor groups. The M&E team organized the *Pilares* "M&E Olympics,"

where recognition was given to those CSOs that successfully completed their M&E plans in a timely and organized manner.

*Recommendation 11: Improve the capacity of CSOs to mentor/coach community members and CSOs who have not yet participated in the project’s capacity-building strategy.* The project trained CSO leaders on facilitation and mentoring skills. These leaders were encouraged to use their own styles of transferring the information to community members and CSOs using simple educational materials produced by other organizations. *Pilares* also worked to develop an alliance with *Diversidad Rural*, a non-governmental organization specializing in rural education. Together with *Diversidad Rural*, the project provided training and mentoring of CSO leaders to enable them to facilitate and conduct effective meetings. All are essential skills for the sustainability of SNs and their engagement with other stakeholders.

*Recommendation 13: Design and implement a sustainability strategy to effectively align activities and outputs with specific actions within national, regional, and local development plans.* The project extension provided the additional time necessary to adequately focus on sustainability. The project developed a manual for the SNs to develop their sustainability plans, which included a template and various guiding tools. Each SN identified the interventions that they wanted to sustain, and how these would be completed. An integral part of the plan involved the identification of local and regional public and private institutions, such as municipal governments, SENA, ICBF, universities and private mining companies, that could support the sustainability of the interventions identified.

*Question 7: What interventions appear particularly promising for achieving outcomes?*

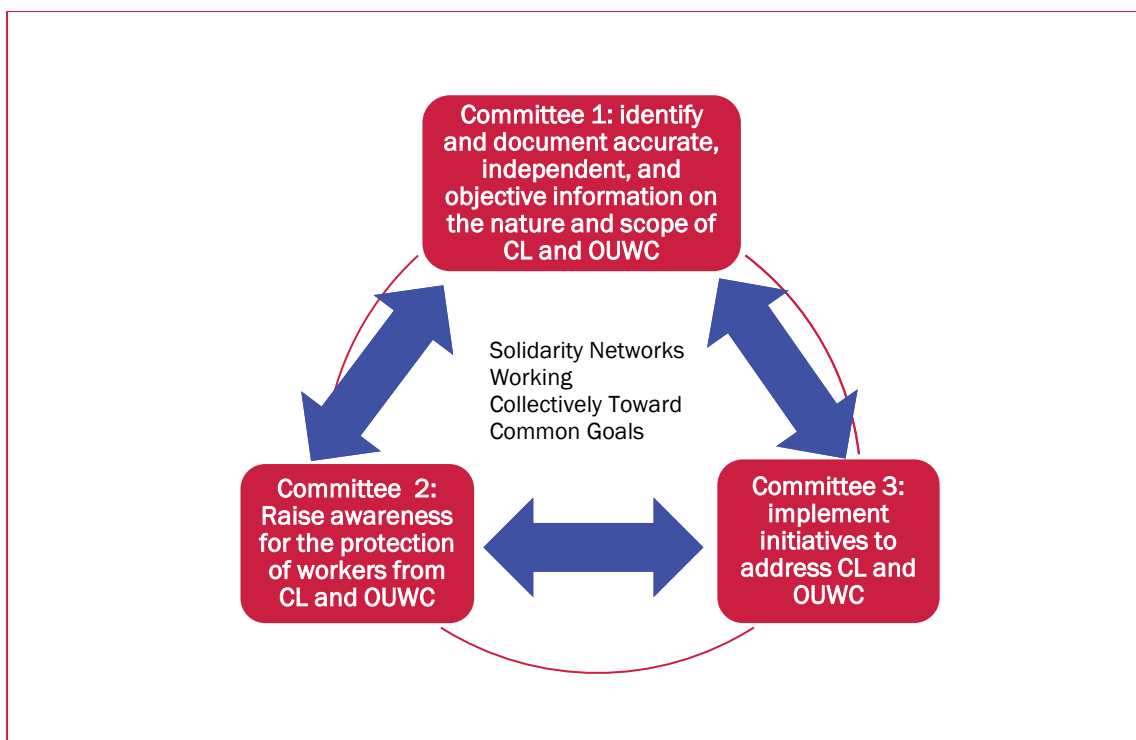
During the evaluation focus groups and at the final stakeholder meeting in Cartagena, civil society actors were asked to reflect on key strategies or interventions that contributed to project achievements. The answers most frequently centered on “working together,” and “working in alliances.” This highlights the importance of the project’s **collective impact** approach, which sought to convene and align local civil society actors such that collectively their existing scopes, capacities, and inherent strategies addressed common goals. Another response frequently mentioned was the **small grants** mechanism (subawards) that gave CSAs an opportunity to immediately apply leadership, management and communication skills gained through project trainings. Both interventions are highlighted in the following discussion.

### 3.7.1 COLLECTIVE IMPACT APPROACH

The CSOs participating in the project’s three Solidarity Networks clearly articulated the importance of working together as a network toward the same goal. They agreed that if they had worked independently and pursued separate actions, the results would not have been as definitive.

The *Pilares* model of collective impact was applied to the three Solidarity Networks in the target regions. The SNs were divided into three working committees to enable specialization and greater collaboration among CSOs. The successful operation of the SNs was dependent upon their ability to work collectively (Exhibit 12).

**Exhibit 12: *Pilares* SN working framework illustrating the collective impact approach**



As part of their commitment to the Solidarity Network, CSOs had to shift from working on individual organizational goals to collective goals. This shift presented new challenges to organizational operability and efficiency, such as the inability to take quick actions or respond rapidly because of logistical challenges in reaching a consensus. This was noted in a learning review completed by the M&E team in August 2021. The project made a significant investment in building the capacity of CSAs to work together by training them in key skills such as conflict resolution, the development of comprehensive communications strategies, and monitoring their own improvement in organizational capacity development. The process created dialogue between CSAs with different political views and resulted in an increased level of commitment to working collectively.

The collective impact approach contributed to the relevance of the CSAs' work. It enhanced their recognition among public and private institutions and increased their ability to achieve better results. As a strong locally-led network, they were able to implement joint actions and develop alliances with both public- and private-sector stakeholders. The effect of this collective action, according to one CSA, was an increase in a *“community sense of responsibility for addressing the issues of CL and OUWC.”*

### 3.7.2 SMALL GRANT AWARDS

The *Pilares* project awarded nine small grants, or subawards in the third quarter of 2020 and another 12 subawards in August 2021. Recipients included Committees 1, 2 and 3 of each of the three SNs, each of the three anchor groups, and several of the individual CSAs involved in the project. Subawards were granted for a spectrum of purposes related to CL and OUWC, such as creating billboards on the proper use of safety elements at work, promoting the use of children's free time to learn skills in playing music, developing local social media messaging to change community perceptions of CL, and building the capacity of other CSAs on themes related to CL through skills such as meeting facilitation.

The grant process required organizations to collectively write proposals, flesh out workplans and performance monitoring plans, implement activities, monitor performance, and write

narrative and financial reports. The *Pilares* team provided extensive training and mentoring on how to develop and implement the subawards.

“We received a lot of training to ensure we had the capacity to submit a proposal. We were able to develop proposals based on our research, knowledge and experience.”

- An anchor group member

The subawards process provided real-world practice in the application of skills obtained through the project’s capacity building activities. As part of this process, local actors took the lead in making decisions and taking action within jointly agreed upon parameters. This level of local engagement in developing solutions and making those solutions a reality reflects the principles of “locally led development,”<sup>10</sup> identified by USAID as essential for fostering sustainable results. As an example of this sustainability, some *Pilares* subawards served as leverage to acquire additional funding, in-kind contributions, and collaborative work. Through the subaward process, CSAs learned that project sustainability is not just a matter of requesting funding, but of demonstrating to potential partners the value of what one can bring to the partnership. This led to an enhanced sense of purpose among the CSAs, as noted by one interviewee:

“Subawards provided an opportunity for CSAs to demonstrate their legitimacy. They were able to bring something to the table when forging alliances and leveraging resources with public- and private-sector partners.”

- *Pilares* project staff

**Question 8:** *How have the monitoring and evaluation systems (CMEP, pre-situational analysis, etc.) been implemented and are they being used to identify trends and patterns, adapt strategies, and make informed decisions?*

The Project’s monitoring and evaluation systems included (1) the Pre-situational Applied Political Economy Analysis (PSAPEA) to provide a better understanding of the operating environment and suitability of project strategies; (2) the Comprehensive Monitoring and Evaluation Plan to conduct ongoing monitoring of project progress at the objective, outcome, and output levels; and (3) the Civil Society Actors Performance Index (CSAPI) to measure increases in capacity of CSAs. Together these systems generated an extraordinary amount of data that were analyzed and discussed throughout the life of the project. The following discussion centers on how these systems were applied to make informed decisions throughout the project implementation period.

### 3.8.1 PRE-SITUATIONAL APPLIED POLITICAL ECONOMY ANALYSIS

The project completed a pre-situational analysis within nine months of project award, as stipulated in USDOL’s Management Procedure and Guidelines for FY2017.<sup>11</sup> The project’s PSAPEA combined the Pre-Situational Analysis required by USDOL with Pact’s proposed Applied Political Economy Analysis framework to analyze key power dynamics and obtain a

<sup>10</sup> USAID, [https://www.usaid.gov/sites/default/files/documents/What\\_is\\_Locally\\_Led\\_Development\\_Fact\\_Sheet.pdf](https://www.usaid.gov/sites/default/files/documents/What_is_Locally_Led_Development_Fact_Sheet.pdf). Accessed 12/12/21.

<sup>11</sup> USDOL, Management Procedures and Guidelines for Cooperative Agreements, FY 2017. [https://www.dol.gov/sites/dolgov/files/ILAB/legacy/files/2017-MPG-OCFT-FINAL\\_0.pdf](https://www.dol.gov/sites/dolgov/files/ILAB/legacy/files/2017-MPG-OCFT-FINAL_0.pdf)

more thorough understanding of the project’s operational context in Bajo Cauca and Sur de Bolívar. Key findings of the PSAPEA and their application to project strategies are listed in Exhibit 13.<sup>12</sup>

### Exhibit 13: Application of PSAPEA Findings to *Pilares* Project Strategies

Key Findings from PSAPEA	Application to Project Strategies
<p><b>Numerous and diverse CSAs in the target regions:</b> Existing CSAs represented a broad range of interests including artisanal mining, agricultural, vulnerable groups, youth, women, displaced people, victims of the conflict, and religious and faith-based organizations. There were no networks of CSAs working on CL and OUWC.</p>	<p>A single CSO did not emerge as a natural leader in any of the target regions, so <i>Pilares</i> formed Solidarity Networks that were inclusive of all CSOs interested in addressing CL and OUWC at the local level. This resulted in a diverse range of actors and sectors, including the mining sector, youth groups, women’s associations, agricultural associations, community action boards, among others.</p>
<p><b>No effective collaboration between CSOs within the same municipality:</b> While there were numerous CSOs in each municipality, they were not conditioned to work jointly. Rather, they were often competing for the same resources.</p>	<p>The project’s collective impact approach promoted collaboration among CSOs. One of the major hurdles for CSOs comprising each SN was the shift from working on individual organizational goals to collective goals.</p>
<p><b>No strong relationships between CSOs and government institutions:</b> Unless the CSOs were directly related to mining, the local governments had little interaction with them. This divide between GoC institutions and CSAs led to greater community mistrust of government organizations.</p>	<p>The project promoted the building of alliances between SNs and public- and private-sector institutions to achieve sustainable outcomes.</p>

**Discussion of Exhibit 13:** The PSAPEA provided a comprehensive understanding of the civil society context in the four target municipalities and the broader social, political and cultural context within which they operated. The study found that existing CSOs represented a broad range of sectors, but none were addressing CL and OUWC. The PSPEA revealed the CSAs’ interest in better understanding CL and OUWC and in working together toward common agendas. This further confirmed the value that the project could add in the local effort to combat CL and improve working conditions.

### 3.8.2 COMPREHENSIVE MONITORING AND EVALUATION PLAN

The CMEP identified the project indicators that would be used to measure progress at the objective-, output-, and outcome-levels. The *Pilares* M&E team provided ongoing training and technical support on managing data collection to both project field staff and the CSAs who were leading most project activities. The project created a low-cost, user-friendly monitoring system that uses Google Suites and Google Sites. The CSAs and field staff were responsible for data collection and reporting on their ongoing work using the secure Google Sites tool.<sup>13</sup> The M&E team validated all data collected by CSAs.

The M&E team shared monitoring results every six months with project staff, CSAs and USDOL using the interactive and visual Genially presentation tool.<sup>14</sup> The highly visual presentation of project indicator data (Exhibit 14) lent itself to meaningful discussions between CSAs and

<sup>12</sup> Borda, Carolina, “Pre-situational Applied Political and Economy Analysis: Bajo Cauca and Sur de Bolívar,” Pact, August 2018.

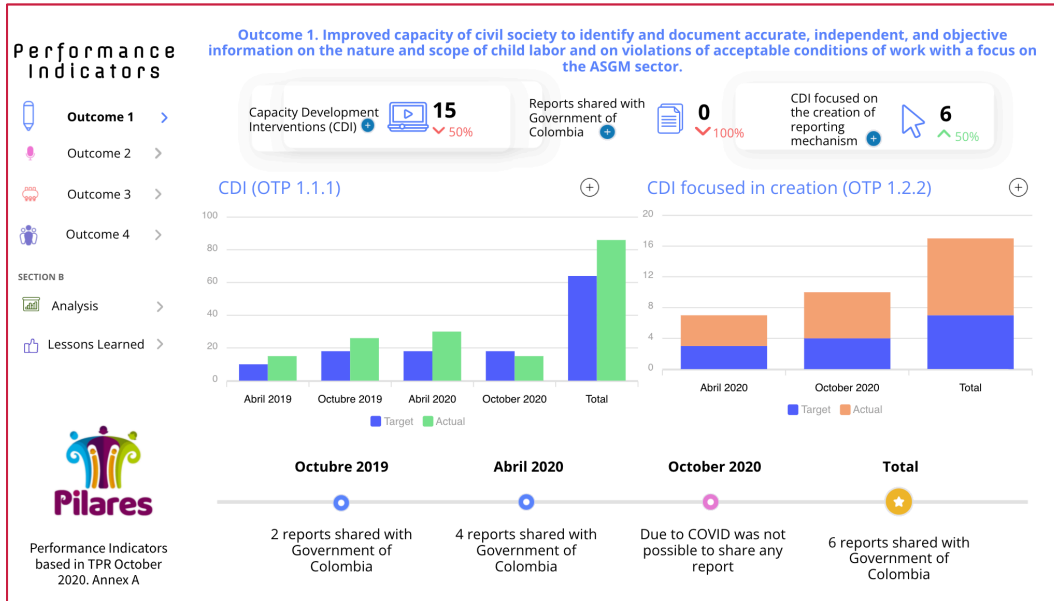
<sup>13</sup> <https://sites.google.com/view/proyectorpilares/p%C3%A1gina-principal/me-bd>

<sup>14</sup> <https://view.genial.ly/5f8725ef1714d90d715fd4a3/dossier-reporting-performance-indicators>



project staff on the effectiveness of project strategies and enabled the identification of areas in need of further attention. Results were updated and presented to CSAs every six months.

**Exhibit 14: A visual and interactive presentation of performance monitoring results**



### 3.8.3 CIVIL SOCIETY ACTORS PERFORMANCE INDEX

The project’s Civil Society Actors Performance Index (CSAPI) measured improvements in CSAs’ capacity to identify and document CL and OUWC (Outcome 1), to raise awareness and communicate about CL and OUWC (Outcome 2), and to implement initiatives to address CL and OUWC (Outcome 3). The initial CSAPI assessment conducted in 2018 established baseline CSA capacity. This included a pre-test of knowledge for each working group. The results were integrated into the capacity strengthening plans of each SN at the beginning of the project. An endline CSAPI assessment was conducted in October 2021 to measure the changes in CSA capacity.

Exhibit 15 shows the CSAPI performance domains used to measure strengthened capacity and the scoring rubric. Organizational capacity is assessed at Level 1, 2, 3 or 4 and assigned a commensurate number of points for each of eight different subdomains that reflect increasingly complex levels of skill.

**Exhibit 15: CSAPI Performance Domains and Scoring Rubric**

CPI Domain	Sub-Domain Area 1	Sub-Domain Area 2
Effective	Successful Activities	Standards
<b>Outcome 1 – Level 1</b>		
Ability to carry out activities to identify and document CL and/or OUWC.	CSA uses and shares the tools and reporting mechanism to identify and document CL and/or OUWC.	CSA adopts and implements GOC and international standards to collect and storage information about CL and/or OUWC.
<b>Outcome 2 – Level 1</b>		
Ability to conduct communication and advocacy campaigns on CL and/or OUWC	CSA creates communication and advocacy pieces to raise awareness on CL and/or OUWC.	CSA develops a communication and advocacy strategy to raise awareness on CL and/or OUWC.



Outcome 3 – Level 1		
Ability to carry out initiatives to address CL and/or OUWC	CSA manages sub-awards to support CSA's initiatives to address CL and/or OUWC.	CSA presents proposals (initiatives) within existing organizational mandate related to CL and/or OUWC.
<b>Efficient</b>	<b>Delivery</b>	<b>Reach</b>
Outcome 1 – Level 2		
Ability to timely and equitably respond to community needs to identify and document CL and/or OUWC.	CSA can implement (deliver) activities to identify and document CL and/or OUWC.	CSA can reach intended beneficiaries with their activities to identify and document CL and/or OUWC.
Outcome 2 – Level 2		
Ability to timely and equitably respond to community needs to raise awareness on CL and/or OUWC.	CSA can implement activities to raise awareness on CL and/or OUWC.	CSA disseminates communication products to targeted audiences according to the strategy.
Outcome 3 – Level 2		
Ability to timely and equitably respond to community needs to address CL and/or OUWC.	CSA can implement activities to address CL and/or OUWC.	CSA participates in any grievance mechanisms of CL and/or OUWC.
<b>Relevant</b>	<b>Engagement</b>	<b>Learning</b>
Outcome 1 – Level 3		
Ability to respond to the actual needs of stakeholders to identify and document CL and/or OUWC and to implement M&E process.	CSA engages with appropriate stakeholders to identify and document CL and/or OUWC.	CSA embraces and implements learning to identify and document CL and/or OUWC.
Outcome 2 – Level 3		
Ability to respond to the actual needs of stakeholders to raise awareness on CL and/or OUWC and to implement M&E process.	CSA engages internal and external stakeholders for review and validation the communication and advocacy strategy.	CSA embraces and implements learning to raise awareness on CL and/or OUWC.
Outcome 3 – Level 3		
Ability to carry out joint activities to address CL and/or OUWC and to implement M&E process.	CSA conducts joint activities with other organizations	CSA embraces and implements learning to increase initiatives to address CL and/or OUWC.
<b>Sustainable (Level 4 for all outcomes)</b>	<b>Resources (Level 4 for all outcomes)</b>	<b>External Relations (Level 4 for all outcomes)</b>
Ability to identify and utilize physical and human resources	CSAs mobilize community-based resources	CSAs understand and mobilize the power of their relationships.

**Scoring Rubric**

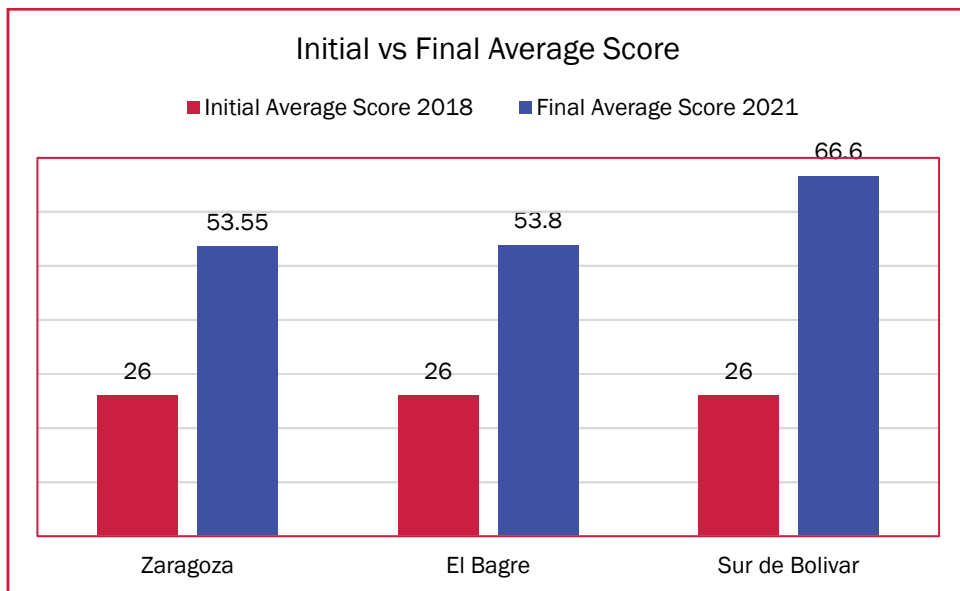
Levels	Points
Level 1	3.12
Level 2	4.16
Level 3	6.25
Level 4	12.50

*Discussion of Exhibit 15:* CSAs were assigned points according to their skill levels in each of the eight subdomains. Each subdomain could yield a maximum of 12.5 points for Level 4 achievement. If the CSA was at Level 1 in all eight subdomains, it achieved a total score of 25

points, and if it was at level 4 in all eight subdomains, it scored a total of 100 points. The bar graphs presented below compare the baseline and endline results.

3.8.4 COMPARATIVE ENDLINE CSAPI RESULTS FOR OUTCOME 1

Exhibit 16: Comparative Endline CSAPI Results for Outcome 1

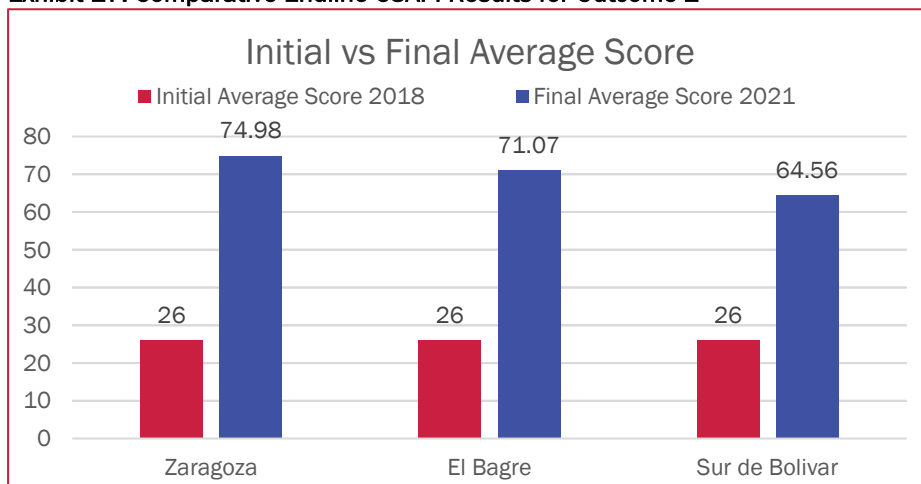


SOURCE: PILARES TPR TO USDOL, OCTOBER 2021

*Discussion of Exhibit 16:* A total of 18 Committee 1 members across the three SNs were assessed with CSAPI at the beginning and again at the end of the project on their capacity to identify and document CL and OUWC. All three networks began at Level 1 for all eight subdomains in the baseline assessment. On average, all three networks demonstrated a significant improvement in capacity over the course of the project within the Outcome 1 subdomains, with Sur de Bolívar showing the greatest overall skill improvement. Still, the range of average scores for the SNs (53.55 to 66.60) suggests room to grow and indicates that all networks should continue working to improve their skills within the various subdomains. This is particularly true in the areas of External Relations, Resources, Learning, Standards, and Successful Activities.

3.8.5 COMPARATIVE ENDLINE CSAPI RESULTS FOR OUTCOME 2

Exhibit 17: Comparative Endline CSAPI Results for Outcome 2

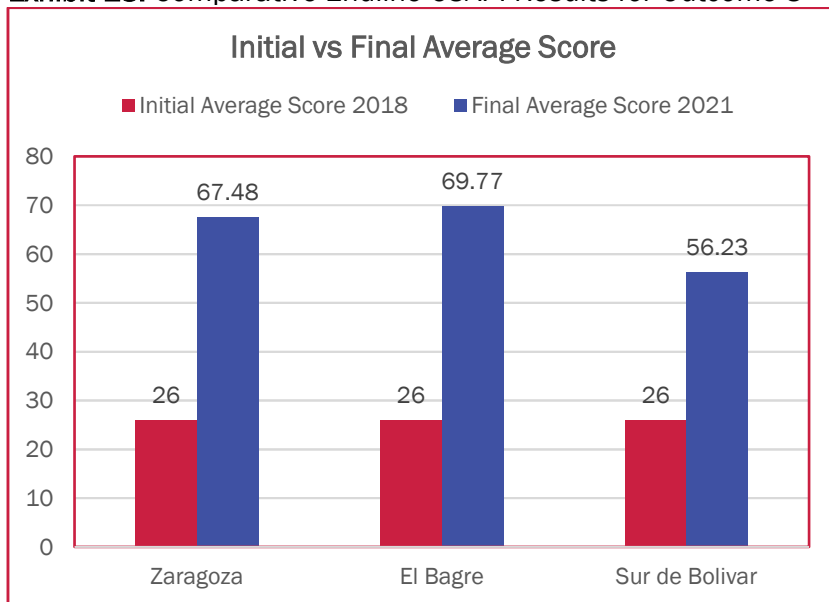


SOURCE: PILARES TPR TO USDOL, OCTOBER 2021

*Discussion of Exhibit 17* A total of 16 Committee 2 members across the three SNs were assessed with CSAPI at the beginning and again at the end of the project on their capacity to raise awareness on issues related to CL and OUWC. All three networks began at Level 1 for all eight subdomains in the baseline assessment. On average, all three networks demonstrated a significant improvement in capacity over the course of the project within the Outcome 2 subdomains, with Zaragoza showing the greatest overall skill improvement. All networks achieved the maximum score in the Successful Activities and Engagement subdomains, but Zaragoza achieved the maximum score in two additional areas: Delivery and Reach. The range of average scores for the SNs (64.56 to 74.98) suggests that, while great strides have been made, there is still room to grow. All networks should continue working to improve their skills within the various subdomains. This is particularly true in the areas of Learning, Resources and External Relations.

### 3.8.6 COMPARATIVE ENDLINE CSAPI RESULTS FOR OUTCOME 3

**Exhibit 18: Comparative Endline CSAPI Results for Outcome 3**



SOURCE: PILARES TPR TO USDOL, OCTOBER 2021

*Discussion of Exhibit 18:* Committee 3 focused on the implementation of initiatives to address CL and OUWC. Based on the CSAPI scores, all networks reached the maximum score only in Engagement. All networks must work to improve in the Learning, Resources, and External Relations subdomains. The small grants mechanism provided an opportunity to implement initiatives to address CL and OUWC, of which at least two small grants focused on OUWC.

*Summary:* The CSAPI performance domains reflect the project’s high expectations for capacity building and a clear path to achieve all levels for strengthened capacity. The path-oriented indicators provided feedback to guide project improvements. In this sense, the monitoring process was permanently linked to internal decision-making instead of only serving external reporting. The well-executed design, monitoring and diffusion of the CSAPI supported the outcome achievements described in Question 3. The M&E team was key in maintaining technical consistency throughout the implementation.

## EFFICIENCY

**Question 10:** *Were the project's inputs (human and financial resources) applied efficiently in implementing the project strategy? What factors, if any, affected efficiency?*

To assess the efficiency of *Pilares* in terms of application of human and financial inputs, the evaluators reviewed (1) allocation of financial resources; (2) allocation of human resources and expertise; (3) factors affecting efficiency; and (4) overall project performance. To complete the analysis, evaluators considered project budget documents and stakeholders' perceptions regarding the use of project human and financial resources to effectively execute project activities.

### 3.9.1 ALLOCATION OF FINANCIAL RESOURCES

The *Pilares* project had a total budget of \$2,500,000 USD over the 45-month execution period, which included \$1,917,691 in direct costs (76.7%) and \$582,309 (23.3%) in indirect costs. Total project expenditures as of the fourth quarter FY21 and line items as a percent of total expenditures are shown in Exhibit 19.

**Exhibit 19: *Pilares* project expenditures by budget line item**

Final Budget Line Item	Percent of Total Expenditures
Local personnel	37.5
Washington DC personnel	3.1
Fringe benefits	13.7
Total personnel and fringe benefits	54.3
Travel - administrative and programmatic	2.93
Supplies	2.0
Subawards	6.4
Project activities	7.0
Other direct costs	4.7
Total direct costs	76.7
Total indirect costs	23.3
Total costs	100.0

**Discussion of Exhibit 19:** Comparing project expenditures to those of similar projects, *Pilares*'s indirect costs, 23.3 percent of total expenditures were relatively low. As a result, the project was able to expend more on activities that led directly to the achievement of project outcomes. Considering allocations for local personnel versus Washington D.C. personnel, project staff mentioned a greater need for technical support from the Pact Washington DC office than the amount that was allocated. A higher level of effort from Pact headquarters office allocated to the project could resolve the project's need for greater access to technical support from headquarters project staff.

### 3.9.2 ALLOCATION OF HUMAN RESOURCES AND EXPERTISE

**Mid-project staffing increase:** Following the midterm evaluation, of August 2019, Pact requested a project modification that added funding for three new staff positions: an alliances specialist, a civil society facilitator for Sur de Bolivar, and an M&E consultant. These three positions were necessary in order to implement the recommendations of the midterm

evaluation and to develop organizational capacity in the SNs to support project outcomes. The new M&E consultant provided technical support to the SNs responsible for data collection using a hands-on approach to help CSOs document their progress as they implemented project activities and increased their own organizational capacity. The alliance specialist worked to establish alliances between the SNs and local, national and departmental institutions, as well as the private sector, to ensure their participation and to search for funding opportunities at each level. These three additional staff were key to the efficiency of CSO capacity building and empowerment central to the success of the *Pilares* project.

*Efficient use of resources for a “human focus” at the local level:* Project expenditures were focused at the local level, and is likely one of the reasons the project achieved high outcomes, as highlighted by one interviewee:

“The rich focus at the local level has been the strength of the project; it’s unusual.”

- USG Representative

For capacity building activities in the four target municipalities, the project hired staff who lived in the target region. Stakeholders expressed appreciation over the fact that some of the project staff were from their area and that they treated them with respect. *Pilares* project staff provided *acompañamiento*, or spending time with CSOs to train, mentor, and support their learning. This focus on the “human connection” was cited as a strength of the project.

“People are very happy to be working with the project staff.”

- An NGO stakeholder

Thus, the investment building the abilities of the people in order to build organizational capacity is one of the factors that drove the high-level overall project accomplishment.

*Investment in M&E:* In a short time frame, the project created an extensive and detailed M&E platform and webpage on the project’s website dedicated to its M&E system. This was a unique and unusual achievement given that in Colombia even the large programs oftentimes do not develop M&E systems on this scale. The use of a free, publicly-available M&E platform, and under the guidance of the project’s M&E staff team, the project was able to decentralize the M&E systems and teach CSOs the process of developing and implementing M&E at the local level. This commitment to training the SNs to develop their own independent and sustainable information systems, exemplifying the project’s focus on the local level. The project also developed and integrated a detailed system, the CSAPI, to measure changes in the organizational capacity of the CSOs. Through CSAPI the project was able to teach CSOs the meaning of “organizational capacity.” As a result, the CSOs learned to measure their own effectiveness and also recognized the importance of providing quantitative data to prove effectiveness when seeking future funding.

*CSO training implementation:* The benefits of the training provided by project staff are likely to have contributed greatly to the successful achievement of project outcomes. However, the project might have reduced the cost of time spent training the CSOs by restructuring the way in which the training was implemented. Stakeholders commented that the project could have engaged experts from its many alliances, such as SENA, to provide in-kind training. One organization, the NGO *Lider-X*, provided in-kind training in communications with positive results. Other organizations such as SENA could be utilized. The project also could have

reduced its costs by limiting the training contract with the Alliance for Responsible Mining (ARM). ARM offered a very high level of expertise in safety and security in the mining sector, but did not follow-up to the CSOs once the organizations completed its training task, even though the contract ran for the duration of the project. It would have been more cost-effective to have contract ARM for the specific amount of time required by the training.

*Small grant awards:* By training the CSOs to apply for small grants or subawards, the SNs were able to leverage these awards to gain more funding from outside sources. For example, the Sur de Bolivar SN obtained a small grant with the municipality of Barranco de Loba to identify risks of CL and OUWC using the SN's research tools. This training likely increased CSO engagement in project outcomes by motivating them to realize how much they could accomplish with that investment. Several interviewees noted that it would have been more cost effective for the project to start the subaward process sooner, even though some organizations were successful in obtaining more funding, an earlier start on the subawards training and implementation would have created a longer grant cycle for SNs to search for additional funding.

### 3.9.3 FACTORS AFFECTING EFFICIENCY

Stakeholders mentioned several obstacles to project implementation that affected overall efficiency of project implementation efforts:

*Insecurity in the region:* There were delays in implementation of project activities due to the security situation in the target regions and resultant safety risks to CSOs and project staff. However, in the later part of the project, there were very few incidents with armed groups. Some CSOs reported that the presence of project participants actually reduced the risk of an incident. As noted in Question 6, the armed groups appeared to realize that the *Pilares* project was aiding the region and as result, they refrained from impeding the progress of the project.

*COVID-19* As a result of the Colombian government's mandate to reduce the spread of COVID-19, project staff and CSOs were confined to their homes for approximately three months. Movement and gatherings were restricted for at least another two months. Project staff responded by rapidly pivoting to digital and radio communications to transmit project messages. They trained CSOs on how to set up email accounts, creating Facebook pages, and write project messaging to utilize the new channels of communication. This enabled SN members to attend virtual meetings and engage with the project by way of their phones. Not only was it more cost-effective than utilizing in-person communication, but it also enabled the SNs to reach more residents in distant rural communities with project messaging and training. Remote forms of communication also allowed project training activities to move forward in areas where the poor condition of rural roads rendered them impassable at times, preventing SN members traveling to provide training. That solved another problem, which was that bad conditions on rural roads rendered them impassable at some times, preventing SN members from traveling to provide training. Thus, as a result of the pandemic, project staff worked to improve the capacity of the SNs in the area of digital communications, and in doing so, provided an unexpected long-term benefit. At the same time, low connectivity in rural areas prevented digital communications from reaching all communities.

### 3.9.4 EFFICIENCY SUMMARY

Overall, and with a relatively small budget of \$2.5 million over the course of just over three years, the project accomplished a great amount. The project's investment in CSO capacity building represented a major highlight. It resulted in the development of a number of tools and provided an extensive amount of technical assistance to enable CSOs to utilize those tools for obtaining funding beyond the term of the project. The project set high standards and achieved



them. Despite the delays caused by the pandemic, many project indicators in the M&E plan were achieved beyond 100% several months before the project’s end.

“For project with such a small budget, they have been so effective. Often projects with larger budgets don’t have as much impact.”

- USG Representative

**Question 11:** Which project activities/initiatives are most likely to be sustained before the project ends? What factors contributed to or limited this sustainability? How could the project have improved its sustainability efforts?

### 3.10.1 PILARES SUSTAINABILITY EXPECTATIONS AND END-OF-PROJECT RESULTS

The *Pilares* project developed a comprehensive sustainability strategy at the project design phase that included short- and medium-term milestones to monitor progress toward long-term sustainability expectations. At the project’s end, expectations are that the SNs will continue to leverage the strong linkages developed during the project to address issues of CL and OUWC in their communities. To this end, the project’s sustainability strategy identified three key approaches to achieving the sustainability expectations. Exhibit 21 lists the long-term sustainability expectations and actual end-of-project results.

**Exhibit 200: Long-term Sustainability Expectations and Results at Time of Final Evaluation**

Approach	Long-term Sustainability Expectation	Results at Time of Final Evaluation
Preventing CL and OUWC	<ul style="list-style-type: none"> <li>CSOs are considered by communities as important actors in the eradication of CL and improving working conditions.</li> <li>CSOs consistently participate in activities related to CL and OUWC at the local and departmental level, such as the <i>Mesas de Infancia</i> and CIETIs, and continue to have a voice in municipal planning.</li> </ul>	<ul style="list-style-type: none"> <li>The SNs achieved community recognition for their efforts to prevent CL and OUWC. The SNs maintained the <i>Pilares</i> logo and name, demonstrating community ownership of project results.</li> <li>The SN in Sur de Bolívar became an active participant in the CIETI. However, the municipal officials in El Bagre and Zaragoza have not convened the CIETIs, leaving the SNs without an important local inter-institutional mechanism for addressing CL. At the same, the SNs in Bajo Cauca have participated in the <i>Mesas de Infancia</i> and the regional CIETI in Antioquia.</li> </ul>
Operational and organizational integrity	<ul style="list-style-type: none"> <li>CSOs can formulate and manage projects or initiatives.</li> <li>CSOs continue to engage with the private sector and governments to collaborate, coordinate, and possibly generate funding, in-kind support, and other resources to function effectively.</li> <li>CSOs look for new common agendas to continue working together towards social change in their communities.</li> </ul>	<ul style="list-style-type: none"> <li>Each SN received a high level of training on the formulation and management of projects.</li> <li>The SNs gained real-world practice through the small grant awards process in the application of skills they had obtained through the project’s capacity building activities.</li> <li>Engagement with local government has been more successful in Sur de Bolívar; however, private-sector engagement in El Bagre shows potential for future community initiatives.</li> </ul>

Approach	Long-term Sustainability Expectation	Results at Time of Final Evaluation
		<ul style="list-style-type: none"> <li>The SN of Sur de Bolívar is in the process of formalizing the network as a cooperative of CSOs. This positions the SN to apply for more training from SENA, more financial resources, and the formation of new alliances.</li> </ul>
Social participation	<ul style="list-style-type: none"> <li>Networks are part of the decision-making processes in their municipalities and are recognized as important and positive contributors.</li> <li>CSOs can present their cases successfully and can generate support (in-kind and financial) from local and regional governments as well as other community groups.</li> <li>Communities recognize networks as important actors in promoting social change.</li> </ul>	<ul style="list-style-type: none"> <li>The SNs were active participants in the current municipal development plans; they have the skills and knowledge to engage in this activity with future local governments.</li> <li>The SNs have the skills and tools such as alliance building, conflict resolution, and facilitation to engage local governments and other CSOs.</li> <li>The SNs in Zaragoza and Sur de Bolívar have stronger leadership and engagement with local stakeholders. The SN in El Bagre has a unique opportunity to engage <i>Mineros, S.A.</i>, a private mining company in the region, to support future community initiatives addressing CL and OUWC.</li> </ul>

SOURCES: PILARES SUSTAINABILITY ANALYSIS, SEPTEMBER 2021; FINAL EVALUATION KIIS AND FGDS

**Discussion of Exhibit 20:** The SNs earned the respect and recognition of community members and public leaders for their actions in addressing CL and OUWC. SNs developed the capacity to continue to leverage public- and private-sector alliances to address issues of CL and OUWC in their communities.

### 3.10.2 FACTORS CONTRIBUTING TO SUSTAINABILITY OF PROJECT INITIATIVES

Project staff and stakeholders were asked to describe the most significant factors contributing to sustainability of project initiatives. The top responses were grouped into six categories as follows:

**Working collectively:** This was the first time that many of the participating CSOs had experienced the results of working collectively. The SNs are enabled and empowered at this point to continue engaging the community to develop and implement solutions to prevent CL and OUWC.

**Building Alliances:** The project’s sustainability strategy centered on developing the SNs’ ability to build alliances with public- and private-sector partners. The SNs were trained on how to prepare a list of negotiating strategies and present their proposals to potential allies. As part of this process each SN developed a plan for building alliances with public- and private-sector partners that was then integrated into their larger sustainability plans. This led to the formation of some key alliances with the Secretary of Mines, municipal officials, and SENA in the Sur de Bolivar. While the process of building alliances might have benefitted from an earlier start, nonetheless the project achieved the objective of building the capacity of the CSOs with necessary skills and experience to effectively communicate with potential allies, and “bring something to the table.”

**Small grants mechanism:** Through the small grants process, the SNs were able to apply their skills in developing a proposal that included a budget and M&E system. These skills and experience have enabled CSOs to acquire further funding, as in the case of Barranco de Loba,

and to secure in-kind contributions and collaborative work, as in the case of El Bagre and San Martín de Loba. Both are negotiating with private mining companies to provide future health and safety training to the SN.

The productive projects that were a result of the small grants mechanism, such as beekeeping, included training in resource management, production and sales. These projects allowed mothers to remain in their homes to take care of their children. By involving the community in the prioritization of interventions, the level of engagement and commitment to the project are improved.

*Anchor groups:* Each SN formed an anchor group with representatives from several select CSOs. The anchor group members were trained at a more extensive level to transmit information to constituents and to serve as ongoing resources. While this approach aligned with the collective impact model, some of the anchor groups lacked sufficient leadership and engagement to effectively replicate the workshops and trainings. The project realigned its strategies during phase 2 of the small grants to award one small grant to each anchor group to support additional capacity building activities.

*Participation of youth:* The participation of a youth-led CSO in El Bagre showed the importance of including youth organizations and building their capacities as the future agents of change. Activities that included older and younger members of the SNs promoted learning across generations. The youth organization in El Bagre focused on building the communication capacity of other youth.

*Training on digital communications:* The project provided extensive training in the use of technology (social media, email, etc.) to support and improve project communications during the COVID-19 pandemic. This training and the incorporation of digital communications provided significant benefits in regions where distances between communities was great and transportation can be difficult. Because of these tools, the continuation of project efforts in remote *veredas* is not only possible, but likely.

“We don’t have to be physically present in a *vereda* to continue helping.”

- Youth leader, El Bagre

### 3.10.3 FACTORS LIMITING SUSTAINABILITY OF PROJECT INITIATIVES

*Lack of political will:* The interest shown by local governments in supporting initiatives to address CL and OUWC varied. The Sur de Bolívar SN received the greatest support from local government officials for working together to address these issues. This buy-in from local government and other institutions is essential for the long-term sustainability of initiatives to address CL and OUWC.

*Frequent changes in local governments:* Local government leadership can change quickly in Colombia. In one target municipality of the project, seven different mayors took office in just one year. With each new mayor, there is an entirely new group of public officials that need to be informed and educated about the project. Continuity is lost when there is frequent government turnover, making it nearly impossible to gain traction toward the desired alliances.

*Distant regional governments:* Both Bajo Cauca and Sur de Bolívar are remote regions with little contact with their regional government offices in Medellín and Cartagena. For example, ICBF and MOL are key institutions for the protection of children and workers, but they do not have a local presence in the target municipalities and their regional offices are nearly a 9-hour drive away for either region.

*Insufficient time for small grants:* The six-month period to implement the small grants process left little time to use this mechanism for building alliances and searching for additional funding.

*Cultural practices:* ASGM has been practiced by families in the target regions for generations. It is central to how residents of the veredas engage as families and as a community.

*Waning interest:* CSOs in the SNs have multiple interests. There is always a risk of the network dissolving, but their commitment to integrate CL and OUWC within their scope of work remains.

### 3.10.4 ACTIONS TO IMPROVE SUSTAINABILITY

*Starting the small grants mechanism sooner.* Initiating the subawards process earlier in the project would allow for a longer implementation period for CSOs to build alliances and search for additional funding.

*Promoting alliances from the beginning.* SNs might have achieved a greater level of sustainability if alliances had been established earlier. Public- and private-sector partners could have provided in-kind technical training and leveraged funding. At the same time, the SNs needed to demonstrate their capabilities before stakeholders would show genuine interest in collaborating or providing in-kind support.

**Question 9:** How would you objectively rate the level of achievement for each of the project’s major outcomes on a four-point scale (low, moderate, above-moderate, and high).

### 3.11.1 PERFORMANCE SUMMARY

USDOL’s OCFT has recently implemented a rating system to summarize project achievements and sustainability on a four-point scale: low, moderate, above-moderate, and high. The evaluation team utilized OCFT’s Guidelines for Evaluation Ratings<sup>15</sup> to assess the level of achievement and sustainability for each major project outcome. For readability, question 9’s findings are included after the evaluation team’s detailed analysis of performance and sustainability across evaluation questions. This assessment is based on the following criteria.

1. Achievement of indicator targets
2. CSA capacity building achievements, both quantitative and qualitative
3. Potential for sustainability of key outcomes as evidenced by tangible resources i.e., non-donor replacement resources, institutional linkages, alliances
4. Potential for sustainability of key outcomes as evidenced by intangible resources i.e., motivation and ownership, political will, among others

**Exhibit 221:** Performance Summary

Performance Summary	Rating
<b>Long-term Outcome 1: Improved capacity of civil society to identify and document accurate, independent, and objective information on the nature and scope of child labor and on violations of acceptable conditions of work with a focus on the ASGM sector.</b>	
<ul style="list-style-type: none"> <li>• Criterion 1: 100% achievement of all indicator targets related to Outcome 1</li> </ul>	Criterion 1: HIGH
<ul style="list-style-type: none"> <li>• Criterion 2: Of the three SNs whose Committee 1 members were assessed, all increased in their capacity, on average, to raise awareness on issues related to CL and OUWC. Maximum scores were reached in 3 of 8 CSAPI performance index subdomains. CSAs from Committee 1 demonstrated a high</li> </ul>	Criterion 2: ABOVE MODERATE

<sup>15</sup> USDOL, ILAB, “OCFT Guidelines for Evaluation Ratings: Achievement and Sustainability,” August 10, 2021.

level of confidence in skills acquired to identify and document CL. With respect to OUWC, however, CSAs had not fully considered other labor issues affecting the ASGM sector.	
<ul style="list-style-type: none"> <li>• Criterion 3: SNs could present their findings and generate support (in-kind and financial) from local and regional governments as well as other community groups and private sector stakeholders.</li> </ul>	Criterion 3: HIGH
<ul style="list-style-type: none"> <li>• Criterion 4: SNs have the tools to identify and document issues related to CL and OUWC; SNs can use these tools to document other social problems affecting their communities.</li> </ul>	Criterion 4: HIGH
<b>Long-Term Outcome 2: Improved capacity of civil society to raise awareness for the protection of workers from child labor and from violations of acceptable conditions of work with a focus on the ASGM sector.</b>	
<ul style="list-style-type: none"> <li>• Criterion 1: Of the SNs whose Committee 2 members assessed, all increased their capacity, on average, to raise awareness on issues related to CL and OUWC. Maximum scores were reached in 5 of 8 CSAPI subdomains.</li> </ul>	Criterion 1: HIGH
<ul style="list-style-type: none"> <li>• Criterion 2: CSAs from Committee 2 demonstrated a high level of confidence in skills acquired to raise awareness on CL and OUWC. Efforts are still needed to disseminate information to the rest of the CSOs that are part of the SNs. The project acknowledged this shortcoming and has tried to reach rural areas to replicate the trainings and disseminate awareness-raising materials.</li> </ul>	Criterion 2: HIGH
<ul style="list-style-type: none"> <li>• Criterion 3: The SNs achieved community recognition for their efforts to address CL and OUWC.</li> </ul>	Criterion 3: ABOVE MODERATE
<ul style="list-style-type: none"> <li>• Criterion 4: The SNs are enabled and empowered to continue engaging the community to develop and implement solutions to prevent CL and OUWC. The SNs maintained the Pilares logo and name, demonstrating community ownership of project results.</li> </ul>	Criterion 4: HIGH
<b>Long-Term Outcome 3: Improved capacity of civil society to implement initiatives to address child labor and violations of acceptable conditions of work, including facilitated access to grievance mechanisms for victims of labor exploitation.</b>	
<ul style="list-style-type: none"> <li>• Criterion 1: 80% achievement of all indicator targets related to Outcome 3</li> </ul>	Criterion 1: HIGH
<ul style="list-style-type: none"> <li>• Criterion 2: Of the three SNs whose Committee 3 members were assessed, all increased their capacity, on average, to implement initiatives to address CL and OUWC. Maximum scores were reached in 4 of 8 subdomains. CSAs from Committee 3 demonstrated a high level of confidence in skills acquired to implement initiatives addressing CL and OUWC. These skills, such as project design, management, and monitoring, were developed through the small grants process.</li> </ul>	Criterion 2: ABOVE MODERATE
<ul style="list-style-type: none"> <li>• Criterion 3: The SNs were active participants in the current municipal development plans; they have the skills and knowledge to engage in this activity with future local governments. The SNs were recognized as important actors in promoting social change.</li> </ul>	Criterion 3: HIGH
<ul style="list-style-type: none"> <li>• Criterion 4: Each SN developed a plan for building alliances with public- and private-sector partners that was then integrated into their larger sustainability plans. This led to the formation of</li> </ul>	Criterion 4: HIGH

some key alliances with the Secretary of Mines, municipal officials, and SENA in the Sur de Bolivar.	
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*Discussion of Exhibit 21:* The evaluation team assigned a rating for each of the four criteria established to assess the project’s level of achievement to date. These scores were then compared across the three outcomes by criterion to obtain a project achievement rating by criterion. Based on these comparisons, the *Pilares* project’s overall level of achievement across the three outcomes for criteria 1 and 2 is ABOVE MODERATE to HIGH. For criterion 3 and 4 the overall level of achievement is HIGH. The summary performance score for the *Pilares* project is **HIGH**.

## 4. LESSONS LEARNED AND PROMISING PRACTICES

**Question 12:** *What are the lessons learned and promising practices from the Pilares Project? Are there any lessons learned that apply to a particular target region? Which ones?*

The evaluation team based the following lessons learned and promising practices on the evaluation’s findings and conclusions with respect to project relevance and coherence, project efficiency and effectiveness, and the sustainability of project outcomes.

### 4.1. LESSONS LEARNED

“Before you can build alliances, you must first develop relationships”

- *Pilares* Project Staff

#### 1. Before you can build alliances, you must first develop relationships.

The *Pilares* project closely adhered to its three-year timeline and workplan, in which the first half of the project supported the launch and operationalization of the SNs and the building of capacities so that SNs could operate autonomously. This left the second half of the project for promoting alliances, with the small grants initiatives helping to leverage these alliances. However, it is important for the alliance-building to start sooner, by finding opportunities for the SNs to engage with potential allies and maintaining communication with allies as opportunities for collaboration increase.

#### 2. Focusing on both CL and OUWC in one project is not an “organic mix.”

There was no natural alignment in the strategies to address CL and those to address OUWC. From the project design, the prime grantee focused on CL issues and the project’s collective impact strategies, while the sub-grantee, ARM, focused almost exclusively on labor issues related to OSH in the ASGM sector. This created a natural separation in strategies addressing both issues, and there were few opportunities to fully integrate the two issues as part of the larger collective impact approach.

#### 3. The training information given to anchor groups and committees should be transferred to their respective CSOs in a timely manner.

The project’s adaptation of the collective impact approach to capacity building focused on training the SN anchor groups and committees 1, 2, and 3, who were then expected to share or replicate the information with their CSO constituents. However, the process of transferring information did not always occur in a timely manner throughout the project implementation period. Because human behavior change is incremental, the release of accumulated



information reduces the likelihood of permanent changes that will lead to sustainable outcomes. Instead, an abundance of information was accumulated by each anchor group, leaving a tremendous amount to transfer at the end of the project. It is important to place more focus on the anchor groups from the start of the project, especially on aspects of knowledge transfer, facilitation, and leadership.

#### **4. There was a tendency to overburden the more motivated individuals in the SNs who knew how to get things done.**

The more interested and driven individuals in the SNs tended to take on too many responsibilities, leading to burnout. Project staff began monitoring the distribution or delegation of labor to other members of the CSOs to help prevent burnout.

#### **5. Alternative activities to generate income is an important part of the solution.**

The ability to provide income generating activities offers a tangible solution to address root causes of CL in the ASGM sector. The income generation activities that were part of the small grants initiative demonstrated the interest in and need for offering feasible alternatives such as the beekeeping/honey production activities to generate sustainable income for vulnerable families where there is a high risk of CL. Without this component, efforts to prevent CL are less effective or incomplete, since the underlying issue related to child labor is a need for family income. Alternative economic activities can also be used as leverage to obtain further funding from local and regional governments.

#### **4.2. PROMISING PRACTICES**

“This is the first time that a project in Zaragoza has let us be the leaders and it’s the first time there have been results. It’s different when we’re working with leaders from this area and not from the outside.”

- CSO member, Zaragoza

#### **1. The collective impact approach was successfully adapted to the Colombian context**

The project staff realized from the beginning that, because of the Colombian context of the project, the collective impact approach would have to be adapted. This approach for addressing complex social issues is comprised of five conditions: a common agenda, continuous communication, a shared measurement system, mutually reinforcing activities and backbone support. The *Pilares* project adapted the concept of “backbone support,” because there were no natural leaders among the CSOs who participated in the project. Instead of having one single backbone organization, it made sense to have a committee to lead the project. Each SN nominated a group of organizations to be the “*ancla*” (“anchor”). This structure worked very well; the CSOs proved to be very motivated and to have a high level of commitment to work collectively to achieve the project outcomes.

#### **2. The M&E system created excitement among CSOs about measuring progress.**

The M&E system that the project developed for tracking project outcomes was highly unusual in its scope and in the way it engaged CSOs to participate in data collection activities. This free, accessible monitoring system included specific Genially dashboards that allowed the CSOs to see the data and to measure the extent of strengthened capacities of their organizations. It took two years to co-create the CSOs’ M&E systems and train the CSOs and project staff on their use. Their commitment to project activities and outcomes grew, as did their desire to

keep using independent systems based on the same Google platform. In the last phases of the project, project staff evolved into the role of coaches, providing follow-up as the SNs developed their own M&E systems.

### **3. The capacity building strategy was methodically implemented and measured.**

Building the capacity of the CSOs was strategically planned with the intention that the participating CSOs would define their own skills and knowledge that were in need of strengthening. CSOs were asked what they needed, instead of telling them. The comprehensive capacity building strategies were implemented as building blocks, with the goal of creating self-sufficient networks.

“Organizations that at first asked for our help are no longer asking, and they’re working with each other. They recognize their own value; are more articulate; are able to engage other actors.”

- A project staff member

### **4. The small grants initiative (subawards) gave CSOs an opportunity to apply the capacity-building skills they had gained**

The small grants process gave CSOs the opportunity to develop proposals, build budgets, and build their own M&E systems. Once the CSOs were able to manage a small grant, they were capable of leveraging resources and negotiating with public officials. Several were successful as described by one CSO,

“We showed them that *Pilares* had a specific strategy, and we discussed how they could add value to our proposal.”

- SN representative, Sur de Bolivar

Through the small grants process, the CSOs promoted community ideas for preventing CL such as giving children music lessons, creating radio soap operas, and teaching families how to do beekeeping to generate income. These activities served to promote cultural traditions such as *vallenato* music and generated community pride.

### **5. Community-based project staff provided a valuable human connection**

The *Pilares* project field staff provided a valuable human connection. The field staff lived in the target communities and were able to provide close follow-up with the organizations and with the families in the distant *veredas*. They provided technical guidance and mentorship to the CSOs in developing their capacity strengthening plans, managing their M&E plans, coordinating their events, and developing their proposals for the subawards. This connection with the communities was an essential part of creating trust and promoting the effectiveness of collective impact.

## **5. CONCLUSIONS**

### **5.1. RELEVANCE AND COHERENCE**

*Validity of the ToC:* The collective impact approach resulted in strengthened civil society organizations that had the ability to complement the actions of the Colombian government to prevent CL in the ASGM sector. The collective work was highly successful because the efforts

were defined and driven by the organizations themselves to meet the needs of their communities.

*Relevance of project strategies to the needs of stakeholders:* Project strategies largely met the needs identified by CSOs and government institutions related to building the capacity of CSOs to prevent CL, such as advocating for effective public policy actions. The collective impact approach resulted in strengthened civil society organizations that had the ability to complement the actions of the Colombian government to prevent CL in the ASGM sector. The collective work was highly successful because the efforts were defined and driven by the CSOs themselves to meet the needs of their communities. However, strategies did not address some of the most pressing labor issues expressed by CSOs related to OUWC, including labor formalization and alternatives to mercury in ASGM processes. However, these issues were not included in the original project design.

## 5.2. EFFECTIVENESS

*Achievement of project targets:* Significant improvements and/or additions were made to several project strategies as a result of midterm evaluation recommendations. The project surpassed the expected level of performance for most indicator targets by the time of the final evaluation, and it was likely to achieve all end-of-project targets by the project end date. The innovative methods adopted by the project to maintain the pace of project implementation during the COVID-19 pandemic were instrumental in the project's high level of achievement.

*Extent of capacity strengthening:* The quantitative evidence demonstrated that CSAs achieved a high level of capacity strengthening in a short period of time. The qualitative evidence showed that collectively, organizations were enabled by the knowledge and skills gained related to the three project outcomes. Nevertheless, some skill areas need reinforcement through additional follow-up, mentoring and training to the rest of the CSOs in the network. The project needed more time to fully enable the SNs to be autonomous and sustainable entities in addressing CL and OUWC.

*Behavioral changes:* The changes in attitudes, self-confidence, and trust among CSO members led to behavioral changes needed to achieve project outcomes. The project successfully linked the CSOs into networks, and the CSOs were working collaboratively in these networks under local leadership at the end of the project.

*Monitoring and evaluation systems:* In a short time frame, the project successfully created an extensive and detailed M&E system to measure project progress and the extent of CSO capacity building. The skills of the M&E team in simplifying the data collection and interpretation process and their consistency in training and follow-up were key to the development of the exemplary M&E system.

## 5.3. EFFICIENCY

On a relatively small budget of \$2.5 million and a short timeline of three years, in spite of the COVID-19 pandemic, the project created numerous trainings, assessment and monitoring tools and provided an extensive amount of technical assistance that enabled CSOs to utilize these tools and integrate them as a core component of their organizational activities. This led to achievement of project objectives beyond the established targets.

## 5.4. SUSTAINABILITY

At project end, it was likely that the SNs would continue to leverage the strong linkages they had developed to address issues of CL and OUWC in their communities. The initiatives that

contributed the most to sustainability included working collectively, building alliances, and the small grants process. The primary limiting factor was the lack of political will among local governments. Actions that could have improved sustainability include building private- and public-sector relationships from the beginning and starting the small grants process earlier in the project.

## 6. RECOMMENDATIONS

The following recommendations are directed to Pact, future project implementers, and USDOL to strengthen the outcomes of the *Pilares* project during an extension or expansion phase, or to improve programming of future projects with similar goals.

### *Recommendations to USDOL*

**1. Consider funding a continuation of the work implemented under *Pilares*.** Given the extraordinary success of the *Pilares* project, USDOL should fund a continuation of the work implemented by *Pilares* to scale up the process of building the capacity of CSOs to address CL and OUWC using the collective impact approach. A project extension should include a livelihoods component to promote alternative income generation activities and a prominent ACW component that addresses ASGM worker priorities.

**2. Clearly indicate in the FOA the expectations for addressing both CL and ACW.** USDOL should indicate in the Funding Opportunity Announcements the percentage of time to spend on ACW versus CL. ACW “success” should be defined as more than just an increase in awareness and an ability to identify risks. The absence of a natural alignment between these two issues may require USDOL to clearly define ACW expectations, and in order to do so, examine more deeply the context of the labor rights issues in Colombia. This may require additional funding from USDOL with specific allocations for CL and ACW so that grantees can adequately address both.

### *Recommendations to Pact if additional funding is granted*

**3. Expand the project’s reach to new territories, led by SNs.** Pact should facilitate the process of scaling up to new municipalities using the collective impact approach. Look for strategic areas for expansion in new territories or new *veredas* within the existing target region. Pact should take an advisory role only, and the SNs should lead the expansion, as locals training locals, with Pact continuing to provide training for SNs including the application of the monitoring tools developed and on technology to keep up with advances.

**4. Amplify the scope of the alliances component.** Pact should focus on fomenting alliances from the beginning through training, mentoring and follow-up. Facilitate the process for detecting opportunities to engage with public- and private-sector stakeholders and increasing the visibility of the CSOs with potential allies. For private sector alliances, CSOs should develop projects that are of interest to the private sector and communicate ideas at the regional or national levels. National-level alliances should also be encouraged with public sector institutions, including universities, SENA, ICBF, MOL, and the National Agency of Mining, especially when regional level offices are not responding to local needs.

**5. Initiate the small grants component earlier in the project.** Pact should make an earlier start on the subaward implementation process to provide real-world practice in the application of skills obtained through the project’s capacity building activities. The six-month period to implement the small grants process left little time to use this mechanism for building alliances and searching for additional funding. A quicker start would create a longer grant cycle to ensure that the SNs can establish alliances and secure additional funding.

**6. Ensure anchor group members share or replicate information and training continuously.** Pact should ensure anchor group members are continuously sharing information and tools with other CSOs in their respective networks, and as the project scales up, ensure that the transfer of information occurs early in the extension period. Implement a training of trainers for anchor groups early to facilitate the replication of workshops and pedagogical tools to build the capacity of other CSO members earlier.

**7. Strengthen the ACW component.** Pact should expand OSH training so that the content is adequately aligned with the needs of those participating in ASGM. The training should address not only occupational safety and health issues, but also the most pressing labor issues in the ASGM sector. These include labor laws, workers’ rights and the structural barriers to formalization. These issues should be acknowledged and addressed to formulate alternative strategies to reach acceptable conditions of work. A specific line of work could be developed within each SN (as an additional working group, for example) with CSOs that are directly related to the ASGM sector. This group could guide the implementation and scope of ARM interventions.

**8. Include income generation as a component in projects that address ACW and CL.** Pact should include income generation activities in the design of any expansion of *Pilares*. It is important that the activities are prioritized through community discussion, and that they address the common burdens of commercial activities in the region, e.g., risk of theft of tools and produce, produce decaying due to the lack of an immediate market, and difficulties in locating effective commercial produce channels. Single mothers, who usually risk leaving their children alone to obtain income outside their homes, could benefit the most.

**Exhibit 22: Recommendations and Supporting Evidence**

Recommendation	Evidence	Page Numbers
1. Consider funding a continuation of the work implemented under <i>Pilares</i>	Quantitative and qualitative evidence point to extraordinary success of the <i>Pilares</i> project in achieving project outcomes. An extension phase of no less than 2 years would allow the expansion of this successful model to building capacity of CSOs to address CL and OUWC using the collective impact approach.	<ul style="list-style-type: none"> <li>▪ Sec. 3.1.1 Theory of Change</li> <li>▪ Sec. 3.3.1 Project Effectiveness</li> <li>▪ Sec. 3.5.2 Quantitative results of capacity building</li> <li>▪ Sec. 3.5.3 Qualitative results of capacity building</li> </ul>
2. Indicate in the FOA the percentages for CL and ACW and have a clear strategy for addressing these.	The absence of a natural alignment between CL and ACW issues may require USDOL to clearly define ACW expectations.	<ul style="list-style-type: none"> <li>▪ Section 3.9.1, Summary Assessment of Project Achievements</li> <li>▪ Lessons Learned No. 2</li> </ul>
3. Expand the project’s reach to new territories, led by Solidarity Networks.	The investment in building the abilities of the people to strengthen organizational capacity is one of the factors that drove the high-level overall project accomplishment.	<ul style="list-style-type: none"> <li>▪ Section 3.10.2</li> <li>▪ Promising Practices No. 1</li> </ul>
4. Start working on alliances from the beginning.	The promotion of alliances with public- and private-sector entities was the	<ul style="list-style-type: none"> <li>▪ Sec. 3.7.1, Collective Impact Approach</li> <li>▪ Lessons Learned No. 1</li> </ul>

	foundation of the SNs sustainability strategies.	
5. Initiate the small grants component earlier in the project.	An earlier start on the subawards training and implementation process would have created a longer grant cycle to ensure that the SNs could search for additional funding.	<ul style="list-style-type: none"> <li>▪ Sec. 3.7.2, Small grant awards</li> <li>▪ Sec. 3.10.2, Allocation of Human Resources and Expertise</li> <li>▪ Sec. 3.11.4, Actions to improve sustainability</li> </ul>
4. Ensure anchor group members share or replicate information and training continuously.	The transfer of information from trainees to other CSO members did not always occur in a timely manner throughout the project implementation period.	<ul style="list-style-type: none"> <li>▪ Lesson Learned No. 3</li> </ul>
5. Strengthen the ACW component.	From the project design, the prime grantee focused on CL issues and the project's collective impact strategies, while the sub-grantee, ARM, focused almost exclusively on labor issues related to OSH in the ASGM sector.	<ul style="list-style-type: none"> <li>▪ Section 3.2.1, Relevance of Project Strategies to Needs of Stakeholders</li> <li>▪ Section 3.9.1, Summary Assessment of Project Achievements</li> <li>▪ Lessons Learned No. 2</li> </ul>
6. Include income generation as a component in projects that address ACW and CL	Without an income generation component, efforts to prevent CL are less effective or incomplete, since the underlying issue related to child labor is a need for family income.	<ul style="list-style-type: none"> <li>▪ Section 3.11.1, Factors Limiting Sustainability of Project Initiatives – Cultural Practices</li> <li>▪ Lessons Learned No. 5</li> </ul>



**ANNEX A. LIST OF DOCUMENTS REVIEWED**

Subject	Document	Author	Date	Format
CMEP	Comprehensive Monitoring and Evaluation Plan. Program duration 2017-2021.	Pact Inc.	Updated Sep 2020	PDF
DOL Approvals	Pilares Budget Approval DOL	DOL	Oct 2021	PDF
	Pilares TOR Approval DOL	DOL	Oct 2021	PDF
Federal Financial Reports (FFR)	FFR 2018 Q1	Pact Inc.	Dec 2017	PDF
	FFR 2018 Q2	Pact Inc.	Mar 2018	PDF
	FFR 2018 Q3	Pact Inc.	Jun 2018	PDF
	FFR 2018 Q4	Pact Inc.	Sep 2018	PDF
	FFR 2019 Q1	Pact Inc.	Dec 2018	PDF
	FFR 2019 Q2	Pact Inc.	Mar 2019	PDF
	FFR 2019 Q3	Pact Inc.	Jun 2019	PDF
	FFR 2019 Q4	Pact Inc.	Sep 2019	PDF
	FFR 2020 Q1	Pact Inc.	Dec 2019	PDF
	FFR 2020 Q2	Pact Inc.	Mar 2020	PDF
	FFR 2020 Q3	Pact Inc.	Jun 2020	PDF
	FFR 2020 Q4	Pact Inc.	Sep 2020	PDF
	FFR 2021 Q1	Pact Inc.	Dec 2020	PDF
	FFR 2021 Q2	Pact Inc.	Mar 2021	PDF
FFR 2021 Q3	Pact Inc.	Jun 2021	PDF	
Project Documents	Project Document Pilares. Building the Capacity of Civil Society to Combat Child Labor and Improve Working Conditions: Colombia.	Pact Inc.	Approved Jan 2019; Commented July 2021	PDF
	Pilares Pre-Situational Applied Political Economy Analysis: Bajo Cauca and Sur de Bolívar.	Pact Inc. Carolina Borda	Sep 2018	PDF
	Pilares Midterm Evaluation Report.	Pact Inc. William Prieto	Mar 2020	PDF
	Presentation Pilares	Pact Inc.	Nov 2021	PPT (sent by email)
	Sustainability plans: * El Bagre * Sur de Bolívar * Zaragoza	Pact Inc.	Mar 2021	PDF (sent by email)
	Virtual courses and radio content <a href="https://sites.google.com/view/proyectopilares/p%C3%A1gina-principal/capacitaciones-virtualesradiales?authuser=0">https://sites.google.com/view/proyectopilares/p%C3%A1gina-principal/capacitaciones-virtualesradiales?authuser=0</a>	Pact Inc.	Nov 2021	WEB
	Pedagogical documents created with experts: * Conceptos básicos en gerenciamiento de proyecto * Conceptos básicos de facilitación * Cartilla edición radio editada * Cartilla formalización		Nov 2021	PDF (sent by email)

Subject	Document	Author	Date	Format
	Pedagogical documents created internally: <ul style="list-style-type: none"> <li>* Aprendamos sobre trabajo infantil</li> <li>* Cartilla formalización</li> <li>* Cartilla edición radio</li> <li>* Pasos para crear un plan de monitoreo</li> <li>* Cartilla de alianzas</li> <li>* Géneros periodísticos</li> <li>* Material pedagógico en resolución de conflictos</li> <li>* Cartilla plan sostenibilidad final</li> </ul>			PDF (sent by email)
M&E Documents	Web links to M&E and SN platforms <ul style="list-style-type: none"> <li>* M&amp;E platform: <a href="https://sites.google.com/view/proyectopilares/p%C3%A1gina-principal">https://sites.google.com/view/proyectopilares/p%C3%A1gina-principal</a></li> <li>* Sur de Bolívar: <a href="https://sites.google.com/view/redsurdebolivar/herramientas-sur-de-bolivar">https://sites.google.com/view/redsurdebolivar/herramientas-sur-de-bolivar</a></li> <li>* El Bagre: <a href="https://sites.google.com/view/red-pilares-bajo-cauca/el-bagre?authuser=0">https://sites.google.com/view/red-pilares-bajo-cauca/el-bagre?authuser=0</a></li> <li>* Zaragoza: <a href="https://sites.google.com/view/red-pilares-bajo-cauca/zaragoza?authuser=0">https://sites.google.com/view/red-pilares-bajo-cauca/zaragoza?authuser=0</a></li> </ul>	Pact Inc.	Oct 2021	WEB
	Histórico indicadores		Nov 2021	Excel (sent by email)
	CMEP Pilares Annex 4. Data collection instruments.		Nov 2021	Excel (sent by email)
	Learning Review Final		Aug 2021	PDF (sent by email)
	Capacity Index		Nov 2021	Excel (sent by email)
Project Modifications	Project Revision Request 1, approved: <ul style="list-style-type: none"> <li>* Award Modification No. 1</li> <li>* Annex 1. Project Document</li> <li>* Annex 2. Updated Work Plan to Nov 20, 2018.</li> <li>* Annex 3. Realigned Consolidated Budget</li> <li>* Annex 5. Final NICRA and Provisional Rates.</li> </ul>	DOL	Jan 2019	PDF, Excel and Word
	Project Revision Request 2, approved: <ul style="list-style-type: none"> <li>* Award Modification No. 2</li> <li>* Application for Federal Assistance SF-424</li> <li>* Annex 2. Realigned Consolidated Budget</li> </ul>		Sep 2020	PDF, Excel and Word

Subject	Document	Author	Date	Format
	<ul style="list-style-type: none"> <li>* Annex 3. Final NICRA and Provisional Rates.</li> <li>* Annex 7. Revised Work Plan Jul 22, 2020.</li> </ul>			
TPRs	<p>April 30, 2018</p> <ul style="list-style-type: none"> <li>* OCFT TPR Pilares</li> <li>* USDOL comments TPR Pilares (Jun 2018)</li> <li>* Annex B. Work Plan (Mar 2018)</li> </ul>	Pact Inc.	Apr 2018	PDF, Excel and Word
	<p>October 31, 2018</p> <ul style="list-style-type: none"> <li>* OCFT TPR Pilares</li> <li>* USDOL comments TPR Pilares (Oct 2018)</li> <li>* Annex A. Data Reporting Form</li> <li>* Annex B. Updated Work Plan</li> <li>* Annex C. Response to Donor Comments from last TPR</li> <li>* Annex H. Other attachments</li> </ul>	Pact Inc.	Oct 2018	PDF, Excel and Word
	<p>April 30, 2019</p> <ul style="list-style-type: none"> <li>* OCFT TPR Pilares</li> <li>* USDOL comments TPR Pilares (Jun 2019)</li> <li>* Annex A. Pilares Data Reporting Form</li> <li>* Annex B. Updated Work Plan</li> <li>* Annex C. Response to Donor Comments from Last Technical Progress Report.</li> <li>* Annex E. Status of VAT Exemption.</li> <li>* Annex H1. Pilares PSAPEA Highlights</li> <li>* Annex H2. Pilares PSAPEA Infographic</li> <li>* Annex H3. FODA Analysis (for internal use of Pilares)</li> <li>* Annex H4. Stakeholder Mapping (for internal use of Pilares)</li> <li>* Annex H5. Solidarity Networks Voluntary Agreements.</li> <li>* Annex H6. Communication Matrix.</li> <li>* Annex H7. Launch of SN Sur de Bolívar Bulletin.</li> </ul>	Pact Inc.	Apr 2019	PDF, Excel and Word
	<p>October 30, 2019</p> <ul style="list-style-type: none"> <li>* OCFT TPR Pilares</li> <li>* USDOL comments TPR Pilares (Dec 2019)</li> <li>* Annex A. Data Reporting Form</li> <li>* Annex B. Updated Work Plan</li> <li>* Annex C. Response to Dol comments from last TPR</li> <li>* Annex E. Status of VAT Exemption</li> <li>* Annex F. Sustainability Strategy Updated 13Dec2019</li> <li>* Annex H1. Security Situation in Bajo Cauca</li> <li>* Annex H10. Solidarity Networks Communication Strategies</li> <li>* Annex H11. Infographic C1 at SNs</li> <li>* Annex H12. Pilares posters placed at public sites</li> <li>* Annex H13. Pilares update infographic</li> </ul>	Pact Inc.	Oct 2019	PDF, Excel and Word

Subject	Document	Author	Date	Format
	<ul style="list-style-type: none"> <li>* Annex H14. APEA Pilares infographic</li> <li>* Annex H15. M&amp;E visits to networks infographic.</li> <li>* Annex H16. Presentation at the MERL TECH conference</li> <li>* Annex H17. Correspondence by MinTic</li> <li>* Annex H18. List of Acronyms</li> <li>* Annex H2. Communique Armed Strike ELN</li> <li>* Annex H3. Draft Proposal from Cogestar to the Embassy of France</li> <li>* Annex H4. Tool to identify risks in OSH Pilares</li> <li>* Annex H5. Tool to identify factors and risks of CL and OUWC</li> <li>* Annex H6. Risk of CL maps of BdL and SMdL</li> <li>* Annex H7. Commitments from the SN national meeting</li> <li>* Annex H8. Publication and reports to CIETIs BdL and SMdL</li> <li>* Annex H9. SENA letter on capacity building delivered</li> </ul>			
	<p>April, 2020</p> <ul style="list-style-type: none"> <li>* OCFT TPR Pilares</li> <li>* USDOL comments TPR Pilares (Apr 2020)</li> <li>* Annex A. Data Reporting Form</li> <li>* Annex B. Updated Work Plan</li> <li>* Annex C. Response to Dol comments from last TPR</li> <li>* Annex D. DERT Project Activities in Response to Evaluation Recommendations.</li> <li>* Annex E. Status of VAT Exemption</li> <li>* Annex G. Major Research Product MBA Thesis Laura Cortes Dec 2020</li> <li>* Annex H1. ELN call for an armed strike 14.17 feb 2020</li> <li>* Annex H10. Invitation of ICBF to Solidarity Network Sur de Bolívar</li> <li>* Annex H11. Infographic Zonas Futuro</li> <li>* Annex H12. ARM publication COVID-19 and ASGM</li> <li>* Annex H13. MinTic communication on digital cover plans</li> <li>* Annex H2. Invitation and agenda for MIRTl seminar 26 Nov, 2019</li> <li>* Annex H3. SENA certification example</li> <li>* Annex H4. Examples of CL reports by working groups 1</li> <li>* Annex H5. Letters acknowledgment receiving CL reports</li> </ul>	Pact Inc.	Apr 2020	PDF, Excel and Word

Subject	Document	Author	Date	Format
	<ul style="list-style-type: none"> <li>* Annex H6. Infographic Goals SN Sur de Bolívar</li> <li>* Annex H7. Example minutes meetings with majors EB &amp; SB</li> <li>* Annex H8. Major committed to Pilares – news clip</li> <li>* Annex H9. Majors meeting in Mompox. Pilares Presentation. News clip.</li> </ul>			
	<p>October 30, 2020</p> <ul style="list-style-type: none"> <li>* OCFT TPR Pilares</li> <li>* USDOL comments TPR Pilares (Oct 2020)</li> <li>* Annex A. Data Reporting Form</li> <li>* Annex B. Updated Work Plan</li> <li>* Annex C. Response to Dol comments from last TPR</li> <li>* Annex D. DERT Project Activities in Response to midterm evaluation.</li> <li>* Annex E. Status of VAT Exemption</li> <li>* Annex F. Sustainability Strategy Updated Sep 2020</li> <li>*Annex H1. Order of armed trike ELN</li> <li>* Annex H2. Tool to collect information about risks of CL during emergencies</li> <li>* Annex H3. Minutes of the meeting with Pacto Global – Colombia Avanza and Universities</li> <li>* Annex H4. Minutes of CONPOS II Barranco de Loca mention Pilares</li> <li>* Annex H5. Example of an invitation to a capacity building virtual session</li> <li>* Annex H6. Barranco de Loba registered in the SIRITI</li> <li>* Annex H7. Example of a certification of ESAP to a Pilares participant.</li> <li>* Annex H8. Email from ICBF regional to ICBF national</li> <li>* Annex H9. ARM and the Municipal Development Plans</li> </ul>	Pact Inc.	Oct 2020	PDF, Excel and Word
	<p>April, 2021</p> <ul style="list-style-type: none"> <li>* OCFT TPR Pilares</li> <li>* USDOL comments TPR Pilares (Oct 2020)</li> <li>* Additional – Pact Colombia Security Risk Management Plan 2018</li> <li>* Additional – Risk Management Pilares Updated Jun 2021.</li> <li>* Annex A. Data Reporting Form 30Mar2021</li> <li>* Annex A. Data Reporting Form 03Jun2021</li> <li>* Annex B. Updated Work Plan</li> <li>* Annex C. Response to Dol comments from last TPR</li> </ul>	Pact Inc.	Apr 2021	PDF, Excel and Word

Subject	Document	Author	Date	Format
	<ul style="list-style-type: none"> <li>* Annex D. DERT Project Activities in Response to midterm evaluation.</li> <li>* Annex E. Status of VAT Exemption</li> <li>* Annex H1. Strike Announced by Illegal Armed Groups in Bajo Cauca.</li> <li>* Annex H10. Certification of training Diversidad Rural.</li> <li>* Annex H2. CIETIs' Minutes Sur de Bolívar</li> <li>* Annex H3. Communication Strategies Sur de Bolívar</li> <li>* Annex H4. Invite to Cafe Gobernanza received by Mayor's office</li> <li>* Annex H5. Cafe Gobernanza Invitation and Minutes</li> <li>* Annex H6. Capacity program to build CIETI action plan in Zaragoza</li> <li>* Annex H7. Administrative decree CIETI El Bagre</li> <li>* Annex H8. Antioquia Youth Platform participation report by Ali Garcia</li> <li>* Annex H9. Example of a SN sustainability plan</li> </ul>			
	<p>October, 2021</p> <ul style="list-style-type: none"> <li>* OCFT TPR Pilares</li> <li>* Annex A. Data Reporting Form</li> <li>* Annex F. Sustainability Strategy Updated Sep 2021</li> </ul>			<p>PDF, Excel (sent by email)</p>



## ANNEX B. EVALUATION ITINERARY

A total of 33 Key Informant Interviews (KII) (57 interviewees, 22 males and 35 females) and 10 focus groups (58 participants, 29 males and 29 females) were carried out, reaching a total of 115 participants. Additionally, the evaluation team participated in a general presentation meeting with the Pilares team.

DATE	TIME	INST	VENUE	ORG & ROLE	NAME OF PARTICIPANTS	F	M
29-oct-21	8:00 a. m.	General	Teams	Pact and ARM	* Pilares Project Director	4	6
					* Pilares M&E Team		
					* Pilares M&E Team		
					* Pilares Alliance Specialist		
					* Pilares Communication Specialist		
					* Pilares OSC Specialist in El Bagre		
					* Pilares OSC Specialist in Zaragoza		
* Pilares OSC Specialist in Sur de Bolívar							
					* Pilares OSC Specialist in Sur de Bolívar		
					* Pilares Sociologist		
					ARM	1	
					Pact Colombia Director	1	
					LAC Pact - Project Deputy Director	1	
					Pact Official in Washington	1	
					M&E Official in Washington	1	
29-oct-21	10:00 a. m.	KII	Teams	Pact - Pilares Field Staff		3	1
29-oct-21	11:30 a. m.	KII	Teams	Pact - Pilares M&E Staff		2	1

DATE	TIME	INST	VENUE	ORG & ROLE	NAME OF PARTICIPANTS	F	M
29-oct-21	2:00 p. m.	KII	Teams	NGO Diversidad Rural – Pilares Partner		1	
29-oct-21	3:15 p. m.	KII	Teams	ARM - Pilares Partner		1	1
1-nov-21	8:00 a. m.	KII	Teams	Pact - Washington D.C.		2	
1-nov-21	10:30 a. m.	KII	Teams	Embassy of US			1
1-nov-21	11:30 a. m.	KII	Teams	USDOL/ILAB		3	
1-nov-21	2:00 p. m.	KII	Teams	Pact - Pilares Communications and Alliances		1	1
1-nov-21	3:30 p. m.	KII	Teams	Pact - Pilares Director			1
2-nov-21	8:30 a. m.	KII	Teams	Regional Secretary of Mines and National Mining Agency			2
2-nov-21	9:45 a. m.	KII	Teams	Regional ICBF		1	
2-nov-21	11:00 a. m.	KII	Teams	National Consulting Committee USDOL projects		1	
2-nov-21	1:00 p. m.	KII	Teams	Regional SENA Bolívar and Bajo Cauca		1	1
2-nov-21	2:15 p. m.	KII	Teams	National ICBF		1	1
2-nov-21	3:30 p. m.	KII	Teams	National Ministry of Labor		1	
2-nov-21	5:00 p. m.	KII	Google meet	ARM			1
3-nov-21	9:00 a. m.	KII	Teams	Regional ICBF Bajo Cauca		1	
3-nov-21	3:00 p. m.	KII	Sur Bolívar SMdL& Bdl	Local Secretaries of Mines		1	2
4-nov-21	8:00 a. m.	FGD	Sur Bolívar	SN Sur de Bolívar – SN CSO Member		1	4

DATE	TIME	INST	VENUE	ORG & ROLE	NAME OF PARTICIPANTS	F	M
4-nov-21	10:30 a. m.	FGD	Sur Bolívar	SN Sur de Bolívar – CSO Asopaud		3	2
4-nov-21	3:00 p. m.	KII	Sur Bolívar SMdL & BdL	Local Family Commissions (Comissarías de Familia)		2	
4-nov-21	4:30 p. m.	KII	Sur Bolívar SMdL	Local Education and Union sector		1	
5-nov-21	8:00 a. m.	FGD	Sur Bolívar	SN Sur de Bolívar - Miners			5
5-nov-21	11:00 a. m.	KII	Sur Bolívar SMdL	NGO Sector Fundación Claro que Sí			1
5-nov-21	2:00 p. m.	KII	Sur Bolívar BdL	Mayor of Barranco de Loba			1
8-nov-21	9:00 a.m.	KII	Teams	Gestión Social Barranco de Loba		2	
8-nov-21	2:00 p. m.	KII	El Bagre y Zaragoza	Local Secretary of Mines		1	1
9-nov-21	4:30 p.m.	KII	Teams	Family Comissary Office El Bagre		2	
9-nov-21	8:30 a. m.	FGD	Zaragoza	SN Zaragoza – CSO Aneza		5	1
9-nov-21	10:30 a. m.	FGD	Zaragoza	SN Zaragoza – SN CSO members		4	2
9-nov-21	2:00 p. m.	KII	Zaragoza	Local Family Commission (Comisaría), Compos and Infancy table		3	
9-nov-21	3:30 p. m.	KII	Zaragoza	Red Zaragoza - Anchor group		1	1
10-nov-21	8:00 a. m.	FGD	El Bagre / Zaragoza	Educators in Bajo Cauca (El Bagre y Zaragoza)		2	2

DATE	TIME	INST	VENUE	ORG & ROLE	NAME OF PARTICIPANTS	F	M
10-nov-21	10:30 a. m.	FGD	El Bagre / Zaragoza	Community Mothers and other members - El Bagre		6	3
10-nov-21	2:00 p. m.	FGD	El Bagre	SN El Bagre - SN CSO members		3	4
11-nov-21	8:00 a. m.	FGD	El Bagre	SN El Bagre - Miners		3	3
11-nov-21	1:00 p. m.	FGD	El Bagre	SN El Bagre - Youth CSO		2	3
11-nov-21	3:00 p. m.	KII	El Bagre	Community Radio			2
16-nov-21	9:45 a. m.	KII	Teams	DDHH Program Chemonics/USAID - Worked together		1	
16-nov-21	11:00 a. m.	KII	Teams	NGO Rio Abajo - NGO Lider X			2
16-nov-21	1:00 p. m.	KII	Teams	University of Antioquia - Radio		1	
17-nov-21	3:00 p. m.	KII	Teams	Private Foundation Mineros SA			1
17-nov-21	4:15 p. m.	KII	Teams	University of Cartagena		1	

## ANNEX C. STAKEHOLDER WORKSHOP AGENDA AND PARTICIPANTS

The evaluation lead and evaluation specialist participated in the Pilares Solidarity Network Workshops that took place in Cartagena, the 17<sup>th</sup>, 18<sup>th</sup> and 19<sup>th</sup> of November, 2021. The workshops, led by Pilares team, were aimed at building the sustainability strategy for the solidarity networks of Zaragoza, El Bagre and Sur de Bolívar, through the exchange of lessons learned and experiences with other CSOs and institutions.

The 19<sup>th</sup> of November, the evaluation team led a workshop to present preliminary findings to Pact, Pilares team and the Solidarity Networks members. The evaluation team further explored the following questions: (i) What are the capacities that CSOs managed to strengthen to prevent CL and promote OUWC in artisanal and small-scale mining?; (ii) Are there any changes in behavior as a result of the project interventions?; and (iii) Are there CSOs capacities that need further strengthening?

A total of 63 participants were addressed in the workshop.

### SOLIDARITY NETWORK WORKSHOPS AGENDA

Wednesday, November 17 <sup>th</sup> 2021		
Time	Objective	Leaders
8:00 a 8: 30 am	Welcome participants and present objectives of the event.	
8:30 am a 12:30 pm	Sharing and presenting lessons learned using simple and interactive methodology. During the morning, Diversidad Rural NGO will be in charge of interactive activities to share lessons learned and facilitation processes of these.	
2:00 a 4:00 pm	Exchange of experiences. Participants were divided into groups and rotated between the following topics. Topic 1. Sustainability and how they have done it. Presentation of the organization ASOMUDEPAZ. Topic 2. Women, vulnerable groups and child labor. Topic 3. Miners - Experiences in safety and health at work. How to improve working conditions and avoid CL.	Topic 1. Diversidad Rural y ASOMUDEPAZ. Topic 2. ANEZA. Topic 3. ARM

Thursday, November 18 <sup>th</sup> 2021								
Group # 1			Group # 2			Group # 3		
Time	Session G1		Time	Session G2		Time	Session G3	
8:00 am a 12:00	Lessons Learned	.	8:00 am.	Lessons Learned.		8:00 am.	Lessons Learned	
12:30 - 1:45 pm - Lunch								
Red Solidaridad Sur Bolívar			Red Solidaridad Zaragoza			Red Solidaridad El Bagre		
2:00 pm.	Validation of the sustainability plan and possible actors to involve for alliances.		2:00 pm.	Validation of the sustainability plan and possible actors to involve for alliances.		2:00 pm.	Validation of the sustainability plan and possible actors to involve for alliances.	

Friday, November 19 <sup>th</sup> 2021					
Salón 1		Salón 2		Salón 3	
Topic - Working with potential allies Panelistas - Mineros SA, Mina La Chiva, Universidad de Cartagena, Secretaría de Minas.		Topic- Working with institutions Panelistas - Representantes de alcaldías, ICBF, MinTrabajo, DNP.		Topic- Communications and strengthening Panelistas - U. de Cartagena, SENA, U. de Antioquia, Diversidad Rural.	
Time	Session	Time	Session	Time	Session
8:00 – 9:00 am.	Red Zaragoza	8:00 – 9:00 am.	Red Sur de Bolívar	8:00 – 9:00 am.	Red El Bagre
9:10 – 10:00 am.	Red El Bagre	9:10 – 10:00 am.	Red Zaragoza	9:10 – 10:00 am.	Red Sur de Bolívar
10:10 – 11:00 am.	Red Sur de Bolívar	10:10 – 11:00 am.	Red El Bagre	10:10 – 11:00 am.	Red Zaragoza
11:10 a 12:15 Preliminary results of the final evaluation.					



## SOLIDARITY NETWORK WORKSHOPS PARTICIPANTS

N	Participant	Organization	SN	Sex	Group
1		ASOMGABA	El Bagre	M	1
2		JAC La Corona	El Bagre	H	1
3		AGRILOPEZ	El Bagre	H	1
4		Asociacion de Mujeres Agroambientales	El Bagre	M	1
5		ASOVIAMCLA	El Bagre	H	3
6		Vereda los Almendros Grupo Juvenil	El Bagre	M	2
7		Gente y Bosques	El Bagre	H	2
8		JAC Santa Barbara	El Bagre	H	2
9		JAC La Arenosa	El Bagre	H	2
10		ASOVIAMCLA	El Bagre	M	3
11		JAC El Tupe	El Bagre	H	3
12		ASOMELBA	El Bagre	M	3
13		JAC San Antonio	Zaragoza	M	1
14		JAC Vegas De Segovia	Zaragoza	H	1
15		JAC La Porquera	Zaragoza	H	1
16		JAC el 50	Zaragoza	M	1
17		COGESTAR	Zaragoza	M	1
18		ANEZA	Zaragoza	M	2
19		ANEZA	Zaragoza	M	2
20		JAC Rio Viejo	Zaragoza	M	2
21		Observatorio Social	Zaragoza	M	2
22		ASOFROVIDEZA	Zaragoza	M	2
23		ASOFROVIDEZA	Zaragoza	M	2
24		JAC San Antonio	Zaragoza	M	2
25		Bomberos	Zaragoza	M	3
26		JAC El Saltillo	Zaragoza	H	3
27		JAC El 12 #2	Zaragoza	H	3
28		JAC La Clarita	Zaragoza	M	3
29		Tienda Comunitaria	Sur de Bolivar	H	1

N	Participant	Organization	SN	Sex	Group
30		ASPROAPICA	Sur de Bolivar	H	1
31		ASOVAQUED	Sur de Bolivar	H	1
32		AGRIPESBAT	Sur de Bolivar	H	1
33		ASOGANPLA	Sur de Bolivar	H	3
34		Reserva Especial	Sur de Bolivar	H	3
35		ASOMIPUMES	Sur de Bolivar	M	3
36		JAC Vegas de Segovia	Zaragoza	H	1
37		Oficina de Juventud	El Bagre	M	2
38		Oficina de Juventud	El Bagre	H	2
39		AGROPDC	Sur de Bolivar	H	3
40		JAC Pueblito Mejia	Sur de Bolivar	H	1
41		Asociacion de Mujeres Agroambientales	El Bagre	M	1
42		JAC Rio Viejo	Zaragoza	M	2
43		JAC La Primavera	El Bagre	M	3
44		ASOMIPUMES	Sur de Bolivar	H	3
45		ASOPAUB	Sur de Bolivar	M	1
46		Mina la Chiva	Sur de Bolivar	H	2
47		Alcaldía de San Martin de Loba	Funcionario	M	N/A
48		Alcaldía de Barranco de Loba	Funcionario	H	N/A
49		Agencia Nacional de Minería	Funcionario	M	N/A
50		Gobernación de Bolívar	Funcionario	H	N/A
51		Min. Trabajo	Funcionario	H	N/A
52		Gerencia de infancia y juventud, Gobernación de Antioquia	Funcionario	M	N/A
53		Alcaldía de El Bagre (Comisaria de Familia)	Funcionario	M	N/A
54		Alcaldía de Barranco de Loba (Comisaria de Familia)	Funcionario	M	N/A
55		Comisaria de Familia, San Martin de Loba	Funcionario	M	N/A
56		ICBF-SNBF Bolívar	Funcionario	M	N/A
57		ICBF-SNBF Bajo Cauca	Funcionario	M	N/A
58		ICBF Nacional	Funcionario	M	N/A
59		ICBF-Equipo EMPI Bolívar	Funcionario	M	N/A
60		ICBF-Equipo EMPI Bolívar	Funcionario	M	N/A

N	Participant	Organization	SN	Sex	Group
61		ICBF-Equipo EMPI Bolívar	Funcionario	M	N/A
62		Mineros	Empresa	H	N/A
63		Universidad de Cartagena	Funcionario	M	N/A

**ANNEX D. TERMS OF REFERENCE**

# **TERMS OF REFERENCE**

Final | October 2021

## **FINAL PERFORMANCE EVALUATION OF THE PILARES PROJECT AND FINAL PERFORMANCE EVALUATION OF THE GLOBAL APPRENTICESHIP NETWORK (GAN) PROJECT<sup>16</sup>**

**SUBMITTED TO**

United States Department of Labor  
Bureau of International Labor Affairs  
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Washington, DC 20210  
[www.dol.gov/ilab](http://www.dol.gov/ilab)

**PREPARED BY**

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<sup>16</sup> The present TOR is for the Final Performance Evaluation of the Pilares Project, a separate TOR was produced for the Final Performance Evaluation of the GAN Project. Both evaluations are included under the same contract and order number.

*mention of trade names, commercial products, or organizations imply endorsement by the United States Government.*

## 1. BACKGROUND AND JUSTIFICATION

The Office of Child Labor, Forced Labor, and Human Trafficking (OCFT) is an office within the Bureau of International Labor Affairs (ILAB), an agency of the U.S. Department of Labor (USDOL). ILAB's mission is to promote a fair global playing field for workers in the United States and around the world by enforcing trade commitments, strengthening labor standards, and combating international child labor, forced labor, and human trafficking.

OCFT works to combat child labor, forced labor, and human trafficking around the world through international research, policy engagement, technical cooperation, and awareness-raising. Since OCFT's technical cooperation program began in 1995, the U.S. Congress has appropriated funds annually to USDOL for efforts to combat exploitive child labor internationally. This funding has been used to support technical cooperation projects in more than 90 countries around the world. Technical cooperation projects funded by USDOL support sustained efforts that address child labor and forced labor's underlying causes, including poverty and lack of access to education.

This evaluation approach will be in accordance with DOL's Evaluation Policy.<sup>17</sup> OCFT is committed to using the most rigorous methods applicable for this qualitative performance evaluation and to learning from the evaluation results. The evaluation will be conducted by an independent third party and in an ethical manner and safeguard the dignity, rights, safety and privacy of participants. The quality standards underlying this evaluation are Relevance, Coherence (to the extent possible), Effectiveness, Efficiency, Impact (to the extent possible), and Sustainability.<sup>18</sup> In conducting this evaluation, the evaluator will strive to uphold the American Evaluation Association Guiding Principles for Evaluators.<sup>19</sup> OCFT will make the evaluation report available and accessible on its website.

On December 15, 2017, USDOL/ILAB awarded Pact U.S. \$2,000,000 over a three-year period to support the project titled Building the Capacity of Civil Society to Combat Child Labor and Forced Labor and Improve Working Conditions or "Pilares," (for the Spanish translation of the word "pillars"). In September 2020, USDOL awarded Pact an additional \$500,000 and a 12-month extension to implement recommendations from the midterm evaluation and further strengthen the capacity of CSOs. Finally, the project is expected to receive an additional 3-month no-cost extension bringing the total funding amount to \$2,500,000 and a new project end date of March 2022.

The Pilares project aims to improve the capacity of civil society to better understand and address child labor (CL) and promote acceptable working conditions (ACW) in the artisanal and small-scale gold mining (ASGM) sector. The project targets four municipalities in two gold mining regions – the municipalities of El Bagre and Zaragoza in Bajo Cauca, Antioquia, and the municipalities of San Martin de Loba and Barranco de Loba in Sur de Bolivar, Bolivar. The two regions of Bajo Cauca and Sur de Bolivar have been prioritized by the Agency of Territorial Renovation (ART) for regional development programming in support of the peace process due to the prevalence of illegal

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<sup>17</sup>For more information on DOL's Evaluation Policy, please visit <https://www.dol.gov/asp/evaluation/evaluationpolicy.htm>

<sup>18</sup> From Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use by the [Organization for Economic Development's Development Assistance Committee \(OECD-DAC\)](#) Network on Development Evaluation. DOL determined these criteria are in accordance with the OMB Guidance M-20-12. For more information, please visit: <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

<sup>19</sup> For more information on the American Evaluation Association's Guiding Principles, please visit: <https://www.eval.org/p/cm/ld/fid=51>



economies, high poverty rates, and the high incidence of armed conflict.<sup>20</sup>

The project's theory of change suggests that *if* civil society actors' capacity in relevant technical and institutional areas is strengthened through various project interventions (i.e., mentorship, training, and exchanges) *and* civil society acts through intentional collaborations and coordination toward a shared purpose, *then* civil society will be strengthened and have the capacity to complement the Government of Colombia's response to CL and other workplace violations within the ASGM sector.

To build the capacity of civil society, the project is grounded in the *collective impact approach* (CI), a methodology that seeks to convene strategic civil society actors at local and departmental levels, so that their existing scopes, capacities, and inherent strategies align to collectively address the project's three intended outcomes:<sup>21</sup>

- a. Improved capacity of civil society to identify and document accurate, independent, and objective information on the nature and scope of child labor and on violations of acceptable conditions of work with a focus on the ASGM sector.
- b. Improved capacity of civil society to raise awareness for the protection of workers from child labor and from violations of acceptable conditions of work with a focus on the ASGM sector.
- c. Improved capacity of civil society to implement initiatives to address child labor and violations of acceptable conditions of work, including facilitated access to grievance mechanisms for victims of labor exploitation.

## 2. PURPOSE AND SCOPE OF EVALUATION

This final performance evaluation of the Pilares project will assess the extent to which the project has achieved its stated goals and objectives and the effectiveness of project implementation and management. In addition, the evaluation will make recommendations to improve the relevance, performance, and sustainability of future USDOL-funded projects in similar contexts. USDOL has contracted with IMPAQ International, LLC (IMPAQ) to conduct the final performance evaluation of the Pilares project. The evaluation team will glean information from a diverse range of project stakeholders who participated in and were intended to benefit from interventions in Antioquia and Bolívar, Colombia.

The purpose of final performance evaluations covered under this contract includes, but may not be limited to, the following:

- Assessing if the project has achieved its objectives and outcomes, identifying the challenges encountered in doing so, and analyzing the driving factors for these challenges;
- Assessing the intended and unintended effects of the project;

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<sup>20</sup> Project Document, Building the Capacity of Civil Society to Combat Child Labor and Improve Working Conditions: Colombia, 2019, PACT int. p.5.

<sup>21</sup> Ibid, p.8

- Assessing lessons learned and emerging practices from the project (e.g., strategies and models of intervention) and experiences in implementation that can be applied in current or future projects in the focus country(ies) and in projects designed under similar conditions or target sectors; and
- Assessing which outcomes or outputs can be deemed sustainable.

#### INTENDED USERS

The evaluation will provide OCFT, the grantee, other project stakeholders, and stakeholders working to combat child labor more broadly, an assessment of the project's performance, its effects on project participants, and an understanding of the factors driving the project results. The evaluation results, conclusions and recommendations will serve to inform any project adjustments that may need to be made, and to inform stakeholders in the design and implementation of subsequent phases or future child labor elimination projects as appropriate. The evaluation report will be published on the USDOL website, so the report should be written as a standalone document, providing the necessary background information for readers who are unfamiliar with the details of the project.

### 3. EVALUATION QUESTIONS

Following discussions with USDOL and the Pact, the evaluation team developed key questions for this evaluation in accordance with the Organization for Economic Co-operation and Development Assistance Committee (OECD-DAC) criteria: Coherence, Relevance, Effectiveness, Efficiency, Perceived Impact, and Sustainability. This final evaluation will assess the project's performance and achievements in meeting its objectives, relevance of project services to target groups' needs, project efficiency and effectiveness, its perceived impact, and likelihood for sustainability of project outcomes. It will also capture promising practices, lessons learned, and emerging trends.

It will also assess how the project initiatives addressed community concerns and priorities. The team may identify further areas of inquiry that may be included in the analysis as appropriate. The evaluation will address the following evaluation questions.

#### Relevance and Coherence

1. Was the project's theory of change valid (considering threats to internal and external validity), given the implementing environment?
2. Were the project's strategies relevant to the priorities of the target groups and local stakeholders?

#### Effectiveness

3. To what extent has the project achieved its primary objectives and planned outcomes at the time of the evaluation, and is the project likely to achieve them by the end of the project?

4. What effects has the COVID-19 pandemic had on project implementation and how did the Pilares project adapt to this situation?
5. To what extent was the capacity of the CSOs strengthened to address child labor and promote ACW in Colombia's ASGM sector? What were the results of capacity building activities provided to the Solidarity Networks (SN)? What behavioral change among project stakeholders resulted from capacity-building activities?
6. To what extent did the project implement the interim evaluation recommendations that were agreed to through ILAB's Disposition on Evaluation Recommendations Tracker (DERT) process? What effect did this have on the project's achievements, if any?
7. What interventions appear particularly promising for achieving outcomes?
8. How have the monitoring and evaluation systems (CMEP, pre-situational analysis, etc.) been implemented and are they being used to identify trends and patterns, adapt strategies, and make informed decisions?
9. How would you objectively rate the level of achievement for each of the project's major outcomes on a four-point scale (low, moderate, above-moderate, and high).

### **Efficiency**

10. Were the project's inputs (human and financial resources) applied efficiently in implementing the project strategy? What factors, if any, affected efficiency?

### **Sustainability**

11. Which project activities/initiatives are most likely to be sustained before the project ends? What factors contributed to or limited this sustainability? How could the project have improved its sustainability efforts?
12. What are the lessons learned and promising practices from the Pilares Project? Are there any lessons learned that apply to a particular target region? Which ones?

## **4. EVALUATION METHODOLOGY AND TIMEFRAME**

The evaluation methodology will consist of the following activities and approaches:

### **A. APPROACH**

The evaluation approach will be qualitative and participatory in nature and use project documents including CMEP data to provide quantitative information. Qualitative information will be obtained through field visits, interviews and focus groups as appropriate. Opinions coming from stakeholders and project participants will improve and clarify the use of quantitative analysis. The participatory nature of the evaluation will contribute to the sense of ownership among stakeholders and project participants.

To the extent that it is available, quantitative data will be drawn from the CMEP and project reports and incorporated in the analysis. In particular, project monitoring data shall be triangulated with

relevant quantitative or qualitative data collected during fieldwork in order to objectively rate the level of achievement of each of the project's major outcomes on a four-point scale (low, moderate, above-moderate, and high).

The evaluation approach will be independent in terms of the membership of the evaluation team. Project staff and implementing partners will generally only be present in meetings with stakeholders, communities, and beneficiaries to provide introductions. The following additional principles will be applied during the evaluation process:

1. Methods of data collection and stakeholder perspectives will be triangulated for as many as possible of the evaluation questions.
2. Efforts will be made to include parents' and children's voices and beneficiary participation generally, using child-sensitive approaches to interviewing children following the ILO-IPEC guidelines on research with children on the worst forms of child labor<sup>22</sup> and UNICEF Principles for Ethical Reporting on Children.<sup>23</sup>
3. Gender and cultural sensitivity will be integrated in the evaluation approach.
4. Consultations will incorporate a degree of flexibility to maintain a sense of ownership of the stakeholders and beneficiaries, allowing additional questions to be posed that are not included in the TOR, whilst ensuring that key information requirements are met.
5. As far as possible, a consistent approach will be followed in each project site, with adjustments made for the different actors involved, activities conducted, and the progress of implementation in each locality.

#### **B. EVALUATION TEAM**

The evaluation team will consist of:

1. The lead evaluator, Michele González Arroyo. Ms. González Arroyo has over 18 years of experience conducting rigorous evaluations and assessments of CL, FL, and education projects. She has completed more than 35 evaluations of international development projects for USDOL, the US Department of State, the International Labor Organization (ILO), and other similar international organizations, many of those projects falling under ILAB. Ms. González Arroyo has extensive experience reviewing documents, interviewing stakeholder, synthesizing data, facilitating participatory stakeholder meeting, and writing comprehensive reports.
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2. The local evaluation specialist, María José Liévano. Ms. Liévano is an experienced evaluation professional who has worked on multiple evaluations related to labor and justice system reform in Colombia. She will support the lead evaluator during and after the evaluation, including data collection, data analysis, and, as needed, follow-up with key

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<sup>22</sup> <http://www.ilo.org/ipecinfo/product/viewProduct.do?productId=3026>

<sup>23</sup> <https://www.unicef.org/media/reporting-guidelines>

informants after fieldwork for data clarification and verification

One member of the project staff may travel with the team to make introductions. This person is not involved in the evaluation process, or interviews.

The lead evaluator will be responsible for developing the methodology in consultation with IMPAQ, USDOL, and the project staff; assigning the tasks of the national consultant; directly conducting interviews and facilitating other data collection processes; analysis of the evaluation material gathered; presenting feedback on the initial results of the evaluation to the national stakeholder meeting and preparing the evaluation report.

IMPAQ's US-based monitoring and evaluation experts and management personnel will provide logistical, administrative, and technical support to the lead evaluator, including all materials needed to provide the deliverables specified in the Terms of Reference (TOR). IMPAQ staff will also be responsible for providing technical oversight necessary to ensure consistency of methods and technical standards.

### C. DATA COLLECTION METHODOLOGY

#### 1. DOCUMENT REVIEW

- Pre-field visit preparation includes extensive review of relevant documents.
- During fieldwork, documentation will be verified, and additional documents may be collected.
- The evaluator shall also review the Routine Data Quality Assessment (RDQA) form completed by the grantee. The evaluator shall assess whether results from the RDQA were used by the project to formulate and implement measures to strengthen their data management and reporting system and improve data quality. The evaluator's analysis should be included in the evaluation report.
- The evaluator shall also review key CMEP outcome and OCFT Standard Output indicators with the grantee. This will include reviewing the indicator definitions in the CMEP's Performance Monitoring Plan (PMP) and the reported values in the Technical Progress Report (TPR) Annex A to ensure the reporting is accurate and complete.
- Documents may include:
  - CMEP documents and data reported in Annex A of the TPR,
  - Routine Data Quality Assessment (RDQA) form as appropriate
  - Baseline and endline survey reports or pre-situational analyses,
  - Project document and revisions,
  - Project budget and revisions,
  - Cooperative Agreement and project modifications,
  - Technical Progress and Status Reports,
  - Project Results Frameworks and Monitoring Plans,
  - Work plans,
  - Correspondence related to Technical Progress Reports,

- Management Procedures and Guidelines,
- Research or other reports undertaken (KAP studies, etc.), and,
- Project files (including school records) as appropriate.

2. QUESTION MATRIX

Before beginning fieldwork, the evaluator will create a question matrix, which outlines the source of data from where the evaluator plans to collect information for each TOR question. This will help the evaluator make decisions as to how they are going to allocate their time in the field. It will also help the evaluator to ensure that they are exploring all possible avenues for data triangulation and to clearly note where their evaluation results are coming from. IMPAQ will share the question matrix with USDOL. A question matrix has been included with this TOR in Appendix A.

3. INTERVIEWS WITH STAKEHOLDERS

Informational interviews will be held with as many project stakeholders as possible. The evaluation team will solicit the opinions of, but not limited to: children, youth, community members in areas where awareness-raising activities occurred, parents of project participants, teachers, government representatives, employers and private-sector actors, legal authorities, union and NGO officials, the action program implementers, and program staff regarding the project's accomplishments, program design, sustainability, and the working relationship between project staff and their partners, where appropriate.

Depending on the circumstances, these meetings will be one-on-one or group interviews conducted in Spanish and evaluators make notes in English. Technically, stakeholders are all those who have an interest in a project, such as implementers, partners, direct and indirect participants, community leaders, donors, and government officials. Thus, it is anticipated that meetings will be held with:

Type of Stakeholder	Illustrative Respondents <sup>24</sup>
International-level stakeholders	USDOL officials ILAB officials U.S. Embassy officials Pact staff
National level stakeholders	Pilares' national team, field staff, and subgrantees Fundación Alianza por la Minería Responsable (ARM) team and field staff Coordination Committee (CC) members ICBF officials Ministry of Labor officials, National Agency of Mines SENA officials
Regional level stakeholders	Mines Secretaries at department level ICBF regional representatives SENA regional representatives Universities
Local-level stakeholders	Local representatives of CSOs Mines Secretaries at municipal level

<sup>24</sup> The present list of stakeholders is general in nature and will be tailored according to the local context in collaboration with the grantee.

	<p>CIETI's technical secretaries and members</p> <p>Childhood and Adolescent Municipal Board members who have been involved in or are knowledgeable about the project</p> <p>Municipal Council of Social Policy members who have been involved in or are knowledgeable about the project.</p> <p>Family Commissions (Comisarías de familia)</p> <p>Solidarity Networks (SN) representatives</p> <p>Local level CSOs participating in SN</p> <p>Civil society actor (CSAs) - mentors</p> <p>ASGM (registered/unregistered) (small/medium scale)</p> <p>Unions, workers associations</p> <p>Presidents of Juntas de Acción Comunal and Community Councils</p> <p>Project participants (Miners, School teachers, CSAs)</p> <p>Local level CSOs participating in SN</p> <p>Representatives of working groups 1, 2 and 3</p> <p>Civil society actors (CSAs) - mentors</p> <p>ASGM (registered/unregistered) (small/medium scale)</p> <p>Community members; community mothers (<i>madres comunitarias</i>)</p> <p>International NGOs and multilateral agencies</p> <p>Other child protection and/or education organizations, committees and experts in the area</p>
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4. FIELD VISITS

The format of fieldwork will depend on the current progression of the COVID-19 pandemic in Colombia and any resulting restrictions. Colombia reported its first case of COVID-19 on March 6, 2020. As of August 25, 2021, there have been at least 4.89 million cases and 124,000 deaths.<sup>25</sup> Ministry of Health – with support from the World Health Organization, the US Centers for Disease Control and Prevention, and local nongovernmental organizations (NGOs) – has led the response efforts with frequent updates on social media, contact tracing, targeted shutdowns, restrictions on foreign travel, and informational campaigns. Throughout the country, cases spiked in June 2021 but have been decreasing in the last two months and are now at the lowest since March 2021.

There currently is no COVID-19 test requirement for travelers entering Colombia from countries except for India. Limited international flights have resumed at eight of Colombia’s busiest airports: Bogota, Cartagena, Medellin (Rionegro), Cali, Barranquilla, Armenia, Pereira, and Bucaramanga. Colombia re-opened most land and water borders for travel on May 19; the borders with Panama and Ecuador remain closed. As of April 5, various cities in Colombia are instituting curfews, based on ICU capacity. As of August 20, 2021, it was documented that a total of 32,741,710 vaccine doses had been administered in Colombia. Given the uncertainty of how the pandemic might affect in-person fieldwork, IMPAQ will determine, along with input from Pact and USDOL, the appropriate modality for conducting data collection.

If a hybrid remote/in-person approach drawing upon the expertise of an evaluation specialist based in Colombia is feasible, then the evaluation specialist will visit a selection of project sites to interview local stakeholders. Where an internet connection is available, the lead evaluator

<sup>25</sup> <https://covid19.who.int/region/amro/country/co>



would attend each interview as well virtually. No matter the modality of fieldwork, IMPAQ will determine the final selection of field sites in collaboration with Pact. IMPAQ will consider including sites where the project experienced successes and others that encountered challenges, as well as a good cross section of sites across targeted geographic areas. During the visits, the evaluation specialist will observe the activities and outputs developed by the project. Focus groups with project participants will be held, and interviews will be conducted with representatives from local governments, NGOs, community leaders and teachers. All interviews with national government stakeholders and international stakeholders will be conducted virtually.

## 5. OUTCOME ACHIEVEMENT AND SUSTAINABILITY RATINGS

The evaluator should objectively rate the level of achievement and potential for sustainability of each of the project's outcomes on a four-point scale (low, moderate, above-moderate, and high).

### ACHIEVEMENT

**“Achievement”** measures the extent to which a development intervention or project attains its objectives/outcomes, as described in its performance monitoring plan (PMP).

For assessing the achievement of program or project outcomes, the evaluation team should consider the extent to which the objectives/outcomes were achieved and identify the major factors influencing the achievement or non-achievement of the objectives/outcomes. *For interim evaluations*, the evaluation team should also consider the likelihood of the objectives/outcomes being achieved by the end of the project if the critical assumptions hold, as well as the extent the project requires course corrections to bring it back on track. *For final evaluations*, the evaluation team should consider to what extent the project is likely to meet or exceed its targets by project end.

Project achievement ratings should be determined through triangulation of qualitative and quantitative data. The evaluation team should collect qualitative data from key informant interviews and focus group discussions through a structured data collection process, such as a survey or rapid scorecard. Interviews and focus groups can also provide context for the results reflected in the Data Reporting Form submitted with the Technical Progress Report (TPR). The evaluation team should also analyze quantitative data collected by the project on key performance indicators defined in the Performance Monitoring Plan (PMP) and reported on in the TPR Data Reporting Form. The evaluation team should consider the reliability and validity of the performance indicators and the completeness and accuracy of the data collected. The assessment of quantitative data should consider the extent to which the project achieved its targets and whether these targets were sufficiently ambitious and achievable within the period evaluated. The evaluation team should assess each of the project's objective(s) and outcome(s) according to the following scale:

- **High:** met or exceeded most targets for the period evaluated, with mostly positive feedback from key stakeholders and participants.
- **Above-moderate:** met or exceeded most targets for the period evaluated, **but** with mostly neutral or negative feedback from key stakeholders and participants.
- **Moderate:** missed most targets for the period evaluated, **but** with mostly positive feedback from key stakeholders and participants.
- **Low:** missed most targets for the period evaluated, with mostly neutral or negative feedback from key stakeholders and participants.

### SUSTAINABILITY

“Sustainability” is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. When evaluating the sustainability of a project, it is useful to consider the likelihood that the benefits or effects of a particular output or outcome will continue after donor funding ends. It is also important to consider the extent to which the project takes into account the actors, factors, and institutions that are likely to have the strongest influence over, capacity, and willingness to sustain the desired outcomes and impacts. Indicators of sustainability could include agreements/linkages with local partners, stakeholder engagement in project sustainability planning, and successful handover of project activities or key outputs to local partners before project end, among others.

The project’s Sustainability Plan (including the associated indicators) and TPRs (including the attachments) are key (but not the only) sources for determining its rating. The evaluation team should assess each of the project’s objective(s) and outcome(s) according to the following scale:

- **High:** strong likelihood that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources<sup>26</sup> are in place to ensure sustainability;
- **Above-moderate:** above average likelihood that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources are identified but not yet committed;
- **Moderate:** some likelihood that the benefits of project activities will continue after donor funding is withdrawn and some of the necessary resources are identified;
- **Low:** weak likelihood that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources are not identified.

In determining the rating above, the evaluation team should also consider the extent to which sustainability risks were adequately identified and mitigated through the project’s risk management and stakeholder engagement activities. *For final evaluations*, the evaluation team should assess the risk environment and its expected effects on the project outcomes after the project exits and the capacity/motivation/resources/linkages of the local actors/stakeholders to sustain the outcomes produced by the project.

#### D. ETHICAL CONSIDERATIONS AND CONFIDENTIALITY

The evaluation mission will observe utmost confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure a maximum freedom of expression of the implementing partners, stakeholders, communities, and project participants, implementing partner staff will generally not be present during interviews. However, implementing partner staff may accompany the evaluator to make introductions whenever necessary, to facilitate the evaluation process, make respondents feel comfortable, and to allow the evaluator to observe the interaction between the implementing partner staff and the interviewees.

Most importantly, the data collection procedures followed must adhere to ethical standards. The evaluation team will observe utmost confidentiality related to sensitive information and feedback elicited during these conversations. The evaluation team will respect the rights of project participants, and no focus group or interview will begin without receipt of informed verbal assent from the respondent, as required in Colombia. In the case of youth under the age of 18, IMPAQ will seek to obtain recorded informed verbal assent from them as well as their guardians. Additionally, as mentioned, IMPAQ will gain insight from Pact to understand how program

<sup>26</sup> Resources can include financial resources (i.e. non-donor replacement resources), as well as organization capacity, institutional linkages, motivation and ownership, and political will, among others.

participants and other stakeholders are adjusting to the impacts of COVID-19 and take steps to ensure the safety of all respondents.

#### E. STAKEHOLDER MEETING

Following the field visits, a stakeholder meeting will be organized by Pact and led by the evaluator to bring together a wide range of stakeholders, including the implementing partners and other interested parties to discuss the evaluation results. The list of participants to be invited will be drafted prior to the evaluator's visit and confirmed in consultation with project staff during fieldwork. ILAB staff may participate in the stakeholder meeting virtually.

The meeting will be used to present the major preliminary results and emerging issues, solicit recommendations, discuss project sustainability and obtain clarification or additional information from stakeholders, including those not interviewed earlier. The agenda of the meeting will be determined by the evaluator in consultation with project staff. Some specific questions for stakeholders may be prepared to guide the discussion and possibly a brief written feedback form.

The agenda is expected to include some of the following items:

- Presentation by the evaluator of the preliminary main results
- Feedback and questions from stakeholders on the results
- Opportunity for implementing partners not met to present their views on progress and challenges in their locality
- If appropriate, Possible Strengths, Weaknesses, Opportunities and Threats (SWOT) exercise on the project's performance
- Discussion of recommendations to improve the implementation and ensure sustainability. Consideration will be given to the value of distributing a feedback form for participants to nominate their "action priorities" for the remainder of the project.

A debrief call will be held with the evaluator and USDOL after the stakeholder workshop to provide USDOL with preliminary results and solicit feedback as needed.

#### F. LIMITATIONS

Fieldwork for the evaluation will last two weeks, on average, and the evaluator will not have enough time to visit all project sites. As a result, the evaluator will not be able to take all sites into consideration when formulating their results. All efforts will be made to ensure that the evaluator is visiting a representative sample of sites, including some that have performed well and some that have experienced challenges.

This is not a formal impact assessment. Results for the evaluation will be based on information collected from background documents and in interviews with stakeholders, project staff, and project participants. The accuracy of the evaluation results will be determined by the integrity of information provided to the evaluator from these sources.

Furthermore, the ability of the evaluator to determine efficiency will be limited by the amount of financial data available. A cost-efficiency analysis is not included because it would require impact data which is not available.

Lastly, by following a remote or even a hybrid remote/in-person approach, the evaluation may reach fewer individuals; furthermore, poor connectivity could lead to lower-quality data and biased responses, if, for example, a respondent fears being overheard by other household members or grantee staff (if they are present to coordinate the discussion). However, IMPAQ has considerable experience conducting remote data collection, and we are prepared to take the following steps to ensure quality remote fieldwork:

- Strong coordination with Pact to understand how COVID-19 has affected program participants and adjust our data collection protocols and methods accordingly.
- Determining participant access to cell phones and virtual platforms and verifying accurate phone numbers.
- Requesting that the participant find a quiet place with good reception, clearly explaining the purpose of the call and receiving consent and ensuring that the interviewer conducts all calls in a secluded location to respect the privacy of the participants.
- Conducting pilot focus groups with small groups and initial short phone interviews to test connectivity and data quality.

#### **G. ROLES AND RESPONSIBILITIES**

**IMPAQ is responsible for accomplishing the following items:**

- Providing all evaluation management and logistical support for evaluation deliverables within the timelines specified in the contract and TOR;
- Providing all logistical support for travel associated with the evaluation;
- Providing quality control over all deliverables submitted to ILAB;
- Ensuring the Evaluation Team conducts the evaluation according to the TOR;

**The Evaluation Team, supported by IMPAQ, will conduct the evaluation according to the TOR. The Evaluation Team is responsible for accomplishing the following items:**

- Receiving and responding to or incorporating input from Pact and ILAB on the initial TOR draft;
- Finalizing and submitting the TOR and sharing concurrently with the grantees and ILAB;
- Reviewing project background documents;
- Reviewing the evaluation questions and refining them as necessary;
- Developing and implementing an evaluation methodology, including document review, KIIs and FGDs, and secondary data analysis, to answer the evaluation questions;
- Conducting planning meetings or calls, including developing a field itinerary, as necessary, with ILAB and grantees;
- Deciding the composition of field visit KII and FGD participants to ensure the objectivity of the evaluation;
- Developing an evaluation question matrix for ILAB;

- Presenting preliminary results verbally to project field staff and other stakeholders as determined in consultation with ILAB and grantees;
- Preparing an initial draft of the evaluation report for ILAB and grantee review;
- Incorporating comments from ILAB and the grantee/other stakeholders into the final report, as appropriate.
- Developing a comment matrix addressing the disposition of all of the comments provided;
- Preparing and submitting the final report;

**ILAB is responsible for the following items:**

- Launching the contract;
- Reviewing the TOR, providing input to the evaluation team as necessary, and agreeing on final draft;
- Providing project background documents to the evaluation team, in collaboration with the grantees;
- Obtaining country clearance from U.S. Embassy in fieldwork country;
- Briefing grantees on the upcoming field visit and working with them to coordinate and prepare for the visit;
- Reviewing and providing comments on the draft evaluation report;
- Approving the final draft of the evaluation report;
- Participating in the pre- and post-trip debriefing and interviews;
- Including the ILAB evaluation contracting officer’s representative on all communication with the evaluation team;

**The grantee, Pact, is responsible for the following items:**

- Reviewing the TOR, providing input to the evaluation team as necessary, and agreeing on the final draft;
- Providing project background materials to the evaluation team, in collaboration with ILAB;
- Preparing a list of recommended interviewees with feedback on the draft TOR;
- Participating in planning meetings or calls, including developing a field itinerary, as necessary, with ILAB and evaluator;
- Scheduling meetings during the field visit and coordinating all logistical arrangements;
- Helping the evaluation team to identify and arrange for interpreters as needed to facilitate worker interviews;
- Reviewing and providing comments on the draft evaluation reports;
- Organizing, financing, and participating in the stakeholder debriefing meeting;
- Providing in-country ground transportation to meetings and interviews;;
- Including the ILAB program office on all written communication with the evaluation team.

**H. TIMETABLE**

The tentative timetable is as follows. Actual dates may be adjusted as needs arise.

Task	Responsible Party	Date
Evaluation launch call	DOL/OCFT	7/1/2021
Background project documents sent to Contractor	DOL/OCFT	Ongoing
TOR Template submitted to Contractor	DOL/OCFT	
Contractor and Grantee work to develop draft itinerary and	IMPACT and Pact	9/8/2021

Task	Responsible Party	Date
stakeholder list		
Logistics call - Discuss logistics and field itinerary	IMPAQ and Pact (DOL/OCFT as needed)	9/22/2021
Contractor sends minutes from logistics call	IMPAQ	9/22/2021
Draft TOR sent to DOL/OCFT and Grantee	IMPAQ	8/25/2021
DOL/OCFT and Grantee provide comments on draft TOR	DOL/OCFT and Pact	9/8/2021
Fieldwork budget submitted to DOL/OCFT	IMPAQ	10/7/2021
Fieldwork budget approved by DOL/OCFT	DOL/OCFT	10/15/2021
Finalize field itinerary and stakeholder list for workshop	DOL/OCFT, IMPAQ, and Grantee	9/30/2021
Cable clearance information submitted to DOL/OCFT	IMPAQ	TBD
Final TOR submitted to DOL/OCFT for approval	IMPAQ	10/1/2021
Question matrix submitted to DOL/OCFT for review	IMPAQ	10/1/2021
Final approval of TOR by DOL/OCFT	DOL/OCFT	10/1/2021
Submit finalized TOR to Grantee	IMPAQ	10/4/2021
Interview call with DOL/OCFT	IMPAQ	11/1/2021
Interview call with Grantee HQ staff	IMPAQ	11/1/2021
Fieldwork	IMPAQ	11/1 - 11/12/2021
Stakeholder Workshop	IMPAQ	11/19/2021
Post-fieldwork debrief call	IMPAQ	11/22/2021
Revised report (2-week review draft) submitted to DOL/OCFT and Grantee	IMPAQ	12/22/2021
DOL/OCFT and Grantee/key stakeholder comments due to contractor after full 2-week review	DOL/OCFT and Pact	1/14/2022
Revised report in redline submitted to DOL/OCFT and Grantee demonstrating how all comments were addressed either via a comment matrix or other format	IMPAQ	1/31/2022
DOL/OCFT and Grantee provides concurrence that comments were addressed	DOL/OCFT and Pact	2/9/2022
Final report submitted to DOL/OCFT and Grantee	IMPAQ	2/9/2022
Final approval of report by DOL/OCFT	DOL/OCFT	2/9/2022
Draft infographic/brief document submitted to DOL/OCFT	IMPAQ	1/31/2022
DOL/OCFT comments on draft infographic/brief	DOL/OCFT	2/9/2022
Editing and 508 compliance by contractor	IMPAQ	2/15/2022
Final infographic/brief submitted to DOL/OCFT (508 compliant)	IMPAQ	2/25/2022
Final approval of infographic/brief by DOL/OCFT (508 compliant)	DOL/OCFT	2/25/2022
Final edited report submitted to COR (508 compliant)	IMPAQ	2/25/2022
Final edited approved report and infographic/brief shared with grantee (508 compliant)	IMPAQ	2/25/2022

## 5. EXPECTED OUTPUTS/DELIVERABLES

Ten working days following the evaluator’s return from fieldwork, a first draft evaluation report will be submitted to the Contractor. The report should have the following structure and content:

1. Table of Contents
2. List of Acronyms



3. Executive Summary (no more than **five pages** providing an overview of the evaluation, summary of main results/lessons learned/emerging good practices, and key recommendations)
4. Evaluation Objectives
5. Project Description
6. Listing of Evaluation Questions
7. Results
  - a. The results section includes the facts, analysis, and supporting evidence. The results section of the evaluation report should address the evaluation questions. It does not have to be in a question-response format but should be responsive to each evaluation question.
8. Conclusions and Recommendations
  - a. Conclusions – interpretation of the facts, including criteria for judgments
  - b. Lessons Learned and Emerging Good Practices<sup>27</sup>
  - c. Key Recommendations - critical for successfully meeting project objectives and/or judgments on what changes need to be made for sustainability or future programming
9. Annexes –
  - a. List of documents reviewed;
  - b. Interviews (including list of stakeholder groups; without PII in web version)/meetings/site visits;
  - c. Stakeholder workshop agenda and participants;
  - d. TOR, Evaluation Methodology and Limitations;
  - e. Summary of Recommendations (citing page numbers for evidence in the body of the report, listing out the supporting evidence for each recommendation, and identifying party that the recommendation is directed toward. )

The key recommendations must be **action-oriented and implementable**. The recommendations should be clearly linked to results and directed to a specific party to be implemented. It is preferable for the report to contain no more than 10 recommendations, but other suggestions may be incorporated in the report in other ways.

The total length of the report should be approximately 30 pages for the main report, excluding the executive summary and annexes.

The first draft of the report will be circulated to OCFT and the grantee individually for their review. The evaluator will incorporate comments from OCFT and the grantee/other key stakeholders into the final reports as appropriate, and the evaluator will provide a response, in the form of a comment matrix, as to why any comments might not have been incorporated.

While the substantive content of the results, conclusions, and recommendations of the report shall be determined by the evaluator, the report is subject to final approval by ILAB/OCFT in terms of whether or not the report meets the conditions of the TOR.

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<sup>27</sup> An emerging *good practice* is a process, practice, or system highlighted in the evaluation reports as having improved the performance and efficiency of the program in specific areas. They are activities or systems that are recommended to others for use in similar situations. A *lesson learned* documents the experience gained during a program. They may identify a process, practice, or systems to avoid in specific situations



## APPENDIX A. EVALUATION DESIGN MATRIX

#	Evaluation Questions	Potential Data Sources
<b>Coherence</b>		
1	Was the project's theory of change valid (considering threats to internal and external validity), given the implementing environment?	<p><b>Key Informant Interviews</b></p> <ul style="list-style-type: none"> <li>U.S. Department of Labor (USDOL)</li> <li>Pact, Inc</li> <li>Pilares team</li> <li>Fundación Alianza por la Minería Responsable (ARM) team</li> <li>Coordination Committee (CC) members (ICBF and MOL)</li> </ul> <p><b>Document review</b></p> <ul style="list-style-type: none"> <li>Pilares' design document and modifications</li> <li>Pilares' mid-term evaluation</li> <li>Pilares TPRs</li> </ul>
<b>Relevance</b>		
2	Were the project's strategies relevant to the priorities of the target groups and local stakeholders?	<p><b>Key Informant Interviews</b></p> <ul style="list-style-type: none"> <li>U.S. Department of Labor (USDOL)</li> <li>ICBF national and regional level representatives</li> <li>Ministry of Labor national level representatives</li> <li>Regional and local authorities (Regional and local secretaries of Mines)</li> <li>Pilares team</li> <li>Fundación Alianza por la Minería Responsable (ARM) team</li> <li>Coordination Committee (CC) members (ICBF and MOL)</li> <li>CSOs participating in SN and mentoring Outcomes 1, 2 and 3</li> <li>Community leaders</li> </ul> <p><b>Documents review</b></p> <ul style="list-style-type: none"> <li>International guidelines</li> </ul>

#	Evaluation Questions	Potential Data Sources
		National laws, policies and standards Regional and local laws, policies and standards Pilares' design document and modifications Pilares' mid-term evaluation Pilares TPRs Context and problem reports <b>Group interviews</b> Youth, female and rural community members Unions, miners, or miner associations ASGM (registered/unregistered) (small/medium scale) CSOs <b>Stakeholder workshop</b>
<b>Effectiveness</b>		
3	To what extent has the project achieved its primary objectives and planned outcomes at the time of the evaluation and is the project likely to achieve them by the end of the project?	<b>Key Informant Interviews</b> U.S. Department of Labor (USDOL) ICBF national and regional level representatives Regional and local authorities Pilares team Fundación Alianza por la Minería Responsable (ARM) team Coordination Committee (CC) members (ICBF and MOL) CSOs participating in SN and mentoring Outcomes 1, 2 and 3 Higher Education Institutions <b>Documents review</b> Pilares' design document and modifications Pilares' mid-term evaluation Pilares TPRs

#	Evaluation Questions	Potential Data Sources
		<p>Context and problem reports</p> <p><b>Group interviews</b></p> <p>Youth, female and rural community members</p> <p>Unions, miners, or miner associations</p> <p>ASGM (registered/unregistered) (small/medium scale)</p> <p>CSOs</p> <p><b>Stakeholder workshop</b></p>
4	<p>What effects has the COVID-19 pandemic had on project implementation and how did the Pilares project adapt to this situation?</p>	<p><b>Key Informant Interviews</b></p> <p>U.S. Department of Labor (USDOL)</p> <p>Pilares team</p> <p>Fundación Alianza por la Minería Responsable (ARM) team</p> <p>Coordination Committee (CC) members (ICBF and MOL)</p> <p>CSOs participating in SN and mentoring Outcomes 1, 2 and 3</p> <p>Subgrantees</p> <p><b>Documents review</b></p> <p>Pilares TPRs</p> <p>CMEP indicator data</p>
5	<p>To what extent was the capacity of the CSOs strengthened to address child labor and promote ACW in Colombia's ASGM sector? Was the level of capacity building provided to the Solidarity Networks (SNs) sufficient? Did project stakeholders demonstrate behavioral change as a result of capacity-building activities?</p>	<p><b>Key Informant Interviews</b></p> <p>ICBF national and regional level representatives</p> <p>Regional and local authorities</p> <p>Pilares team</p> <p>Fundación Alianza por la Minería Responsable (ARM) team</p> <p>Coordination Committee (CC) members (ICBF and MOL)</p> <p>CSOs participating in SN and mentoring Outcomes 1, 2 and 3</p> <p>Community leaders</p> <p>Representatives of working groups 1, 2 and 3</p>

#	Evaluation Questions	Potential Data Sources
		<p><b>Documents review</b></p> <ul style="list-style-type: none"> <li>Pilares TPRs</li> <li>CMEP indicator data</li> </ul> <p><b>Group interviews</b></p> <ul style="list-style-type: none"> <li>CSOs</li> </ul> <p><b>Stakeholder workshop</b></p>
6	<p>To what extent did the project implement the interim evaluation recommendations that were agreed to through ILAB's Disposition on Evaluation Recommendations Tracker (DERT) process? What effect did this have on the project's achievements, if any?</p>	<p><b>Key Informant Interviews</b></p> <ul style="list-style-type: none"> <li>Pilares team</li> <li>Fundación Alianza por la Minería Responsable (ARM) team</li> <li>Coordination Committee (CC) members (ICBF and MOL)</li> <li>Representatives of working groups 1, 2 and 3</li> <li>National, regional and local authorities</li> <li>CIETI's technical secretary</li> </ul> <p><b>Documents review</b></p> <ul style="list-style-type: none"> <li>Pilares TPRs</li> <li>CMEP indicator data</li> <li>Pilares' mid-term evaluation</li> </ul> <p><b>Stakeholder workshop</b></p>
7	<p>What interventions appear particularly promising for achieving outcomes?</p>	<p><b>Key Informant Interviews</b></p> <ul style="list-style-type: none"> <li>Pilares team</li> <li>Fundación Alianza por la Minería Responsable (ARM) team</li> <li>Coordination Committee (CC) members (ICBF and MOL)</li> </ul> <p><b>Documents review</b></p> <ul style="list-style-type: none"> <li>Pilares TPRs</li> <li>CMEP indicator data</li> <li>Pilares' mid-term evaluation</li> </ul>

#	Evaluation Questions	Potential Data Sources
8	How have the monitoring and evaluation systems (CMEP, pre-situational analysis, etc.) been implemented and are they being used to identify trends and patterns, adapt strategies, and make informed decisions?	<b>Stakeholder workshop</b>
		<b>Key Informant Interviews</b>
		Pilares team
		Coordination Committee (CC) members (ICBF and MOL)
		Fundación Alianza por la Minería Responsable (ARM) team
		<b>Documents review</b>
		Pilares TPRs
		CMEP indicator data
Pilares' mid-term evaluation		
9	How would you objectively rate the level of achievement for each of the project's major outcomes on a four-point scale (low, moderate, above-moderate, and high).	<b>Stakeholder workshop</b>
		<b>Key Informant Interviews</b>
		U.S. Department of Labor (USDOL)
		Pact, Inc
		Pilares team
		Fundación Alianza por la Minería Responsable (ARM) team
		Coordination Committee (CC) members (ICBF and MOL)
		ICBF national and regional level representatives
		Ministry of Labor national level
		National Agency of Mines
Regional and local authorities		
<b>Efficiency</b>		
10	Were the project's inputs (human and financial resources) applied efficiently in implementing the project strategy? What factors, if any, affected efficiency?	<b>Key Informant Interviews</b>
		Pilares team
		<b>Documents review</b>
		Project budget
		Project resources allocations (human, financial, time)
<b>Stakeholder workshop</b>		
<b>Sustainability</b>		
11		<b>Key Informant Interviews</b>

#	Evaluation Questions	Potential Data Sources
	<p>Which project activities/initiatives are most likely to be sustained before the project ends? What factors contributed to or limited this sustainability? How could the project have improved its sustainability efforts?</p>	<p>U.S. Department of Labor (USDOL)</p> <p>ICBF national and regional level representatives</p> <p>Regional and local authorities</p> <p>Pilares team</p> <p>Fundación Alianza por la Minería Responsable (ARM) team</p> <p>Coordination Committee (CC) members (ICBF and MOL)</p> <p>CSOs participating in SN and mentoring Outcomes 1, 2 and 3</p> <p><b>Group interviews</b></p> <p>Youth, female and rural community members</p> <p>Unions, miners, or miner associations</p> <p>ASGM (registered/unregistered) (small/medium scale)</p> <p>CSOs</p> <p><b>Documents review</b></p> <p>Pilares TPRs</p> <p>CMEP indicator data</p> <p>Baseline and endline survey reports (if applicable)</p> <p><b>Stakeholder workshop</b></p>
12	<p>What are promising practices and lessons learned from the Pilares project? Are there any lessons learned that apply to a particular target region? Which ones?</p>	<p><b>Key Informant Interviews</b></p> <p>U.S. Department of Labor (USDOL)</p> <p>ICBF national and regional level representatives</p> <p>Regional and local authorities</p> <p>Pilares team</p> <p>Fundación Alianza por la Minería Responsable (ARM) team</p> <p>Coordination Committee (CC) members (ICBF and MOL)</p> <p>CSOs participating in SN and mentoring Outcomes 1, 2 and 3</p> <p>Higher Education Institutions</p> <p><b>Documents review</b></p>

#	Evaluation Questions	Potential Data Sources
		Pilares' design document and modifications
		Pilares' mid-term evaluation
		Pilares' TPRs
		Context and problem reports
		<b>Group interviews</b>
		Youth, female and rural community members
		Unions, miners, or miner associations
		ASGM (registered/unregistered) (small/medium scale)
		CSOs
		<b>Stakeholder workshop</b>