

# Interim Evaluation of the Project:

## Supporting Respect for the Working Conditions of Workers in the Agro-Export Sector in Guatemala



The project aims to improve the enforcement of acceptable conditions of work in the Guatemalan agricultural export sector, e.g.:

- Workers receive the minimum wage
- Limits for working hours duly respected
- Due compensation for overtime
- Safe and healthy working environment



**Period of Performance:**

Sep 2018 - Sep 2021



**Funding:**

\$2.5 million



**Implementer:**

International Labor Organization (ILO)

### Key Findings

**Effectiveness:**

Limited results in promoting compliance with labor law

**Efficiency:**

Limited expenditure of project budget (20%)

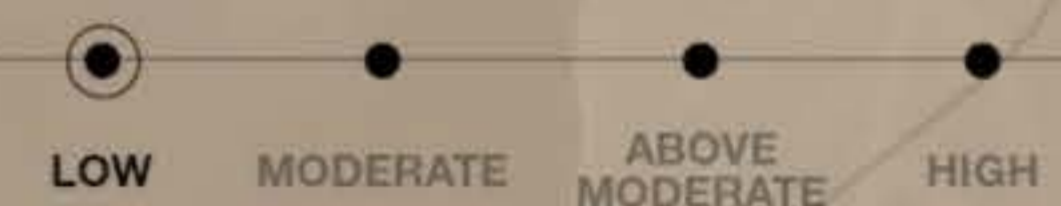
**Coherence:**

Positive current motivation and involvement of all stakeholders

### Achievements and Sustainability

Achievement of Project's Long-Term Outcomes (LTO)

**LTO 1:** Increased effectiveness of labor inspections related to acceptable conditions of work.



**LTO 2:** Judges uphold appropriate administrative sanction resolutions for violations of acceptable conditions of work.



### Components or Practices that are Likely to Remain Sustainable

- Training program for labor inspectors
- Implementation of the Electronic Case Management System (ECMS)
- Capacity building for workers' organizations



- Capacity building for the judiciary



- Scaling-up CACIF's(\*) institutional policy on human rights and business to other employers' organizations in the agricultural sector



(\*) **CACIF:** Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financieras

**Note:** The project did not track any performance indicators included in the PMP, so no available metrics are available to rate the achievement of outcomes.

## PROMISING PRACTICES

- Close collaboration among ILO's Regional and HQ specialists and project staff is essential for successful technical assistance to project partners and for enhancing project's effectiveness and sustainability
- The Labor Inspection Needs Assessment (LINA) is an important tool for ILO/Ministry of Labor (MOL) joint analysis and implementation planning

## LESSONS LEARNED

- Project design should include all relevant stakeholders to promote ownership
- Limited political will, tripartite commitment, social dialogue, and institutional capacities affected stakeholders' initial involvement
- Improving working conditions in Guatemala's agricultural sector requires a longer timeframe beyond project's duration

## Recommendations

**Strengthen Project's Staffing Structure:** ILO shall address current limitations regarding the insufficient number and qualifications of key project staff.

**Support ECMS implementation:** Implement an ECMS pilot in Escuintla for the Government of Guatemala to establish its commitment to funding a national rollout based on the total cost of ownership and the outcomes of the pilot.

**Ensure continued technical assistance from the ILO to the MOL in key aspects:** Standardization of the criteria for labor inspection; completion of the Procedural Manual of the Labor Inspection (IGT); finalization of the study on the application of administrative sanctions; and Strategic Compliance Plans (SCPs) in priority sectors.

**Support employers' organizations' HR policies:** Adoption of human rights policies and management processes for employers' organizations in the agricultural export sector.

**Address weaknesses of workers' organizations:** Strengthen the capacities of workers' organizations in the agricultural export sector.

**Strengthen labor courts' technical capacity:** Improvement of knowledge and standardization of criteria applicable to labor law sentences among the Judiciary. Promote exchange of experiences among judges at different levels and courts.

**Strengthen social dialogue and tripartism:** The project should support the reactivation of the existing Tripartite Council for Labor Inspection.

**Develop a workplan for the remaining life of project:** ILO should submit to USDOL a workplan, with clear milestones and targets, for the implementation and follow up of the above recommendations.

**No-cost extension of project's implementation period:** USDOL should consider granting the project a no-cost, 6-month extension so it may be able to complete the the above activities.

