



Fundamental Principles and Rights at Work Branch (FUNDAMENTALS)



International  
Labour  
Organization

# Global Research on Child Labor Measurement and Policy Development (MAP)

**GLO/13/21/USA**

**A mid-term review facilitated by an external consultant**

This mid-term review has been conducted according to  
ILO's evaluation policies and procedures

April 2016

**This document has not been professionally edited.**

## **NOTE ON THE MID-TERM REVIEW PROCESS AND REPORT**

This mid-term review was managed by the Project Coordinator and Principal Investigator at the ILO Fundamentals Principles and Rights at Work (FUNDAMENTALS) Branch following a consultative and participatory approach. All major stakeholders were consulted and informed throughout the review in line with established evaluation standards.

The review was facilitated by an external consultant<sup>1</sup>. The opinions and recommendations included in this report are those of the stakeholders interviewed and of the author and as such serve as an important contribution to learning and planning without necessarily constituting the perspective of the ILO or any other organization involved in the project.

*Funding for this project evaluation was provided by the United States Department of Labor. This report does not necessarily reflect the views or policies of the United States Department of Labor nor does mention of trade names, commercial products, or organizations imply endorsement by the United States Government.*

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## *Acronyms*

<b>ACU</b>	Azerbaijan Children Union
<b>CL</b>	Child Labour
<b>CLEAR</b>	Country Level Engagement and Assistance to Reduce Child Labour
<b>CMEP</b>	Comprehensive Monitoring and Evaluation Plan
<b>CSA</b>	Central Statistics Agency
<b>CTA</b>	Chief Technical Adviser
<b>DGEEC</b>	Dirección General de Estadísticas, Encuestas y Censos (Paraguay)
<b>DIGESTYC</b>	Dirección General de Estadística y Censo (El Salvador)
<b>EEO</b>	Ethiopian Employers Organizations
<b>EHPM</b>	Encuesta de Hogares por Muestreo
<b>ETU</b>	Ethiopian Trade Union
<b>FUNDAMENTALS</b>	ILO/Fundamental Principles and Rights at Work branch
<b>GAP</b>	Global Action Programme
<b>Geostat</b>	National Statistics Office of Georgia
<b>HCP</b>	High Commissioner for Planning
<b>HCP</b>	Haut Commissariat au Plan (Morocco)
<b>HQ</b>	Headquarters
<b>ICHD</b>	International Centre for Human Development
<b>ILFS</b>	Integrated Labour Force Survey
<b>ILO</b>	International Labour Organization
<b>INEI</b>	Instituto Nacional de Estadística e Informática (Peru)

<b>INS</b>	Institut National des statistiques (Tunisia)
<b>IO</b>	Immediate objective
<b>IPEC</b>	International Programme on the Elimination of Child Labour
<b>IR</b>	Internal Review
<b>LSMS</b>	Living standards measurement survey
<b>MAP</b>	Measurement and Policy Development project
<b>MoL</b>	Ministry of Labour
<b>MTR</b>	Mid-Term Review
<b>NAP</b>	National Action Plans on Child labour
<b>NBS</b>	National Bureau of Statistics Tanzania
<b>NCLS</b>	National Child Labour Survey
<b>NGO</b>	Non-Governmental Organization
<b>NSC</b>	National Steering Committees on Child labour
<b>NSOs</b>	National Statistical Offices
<b>NSS</b>	National Statistical Service of the Republic of Armenia
<b>OECD/DAC</b>	Organization for Economic Cooperation and Development/Development Assistance Committee
<b>PI</b>	Principal investigator
<b>PMP</b>	Project Monitoring Plan
<b>RA</b>	Rapid Assessment
<b>SDG</b>	Sustainable Development Goals
<b>SIMPOC</b>	Statistical Information and Monitoring Programme on Child Labour
<b>STAT</b>	ILO Bureau of Statistics

<b>STATIN</b>	Statistical Institute of Jamaica
<b>TCS</b>	Technical Committee of the Survey
<b>ToR</b>	Terms of Reference
<b>TPR</b>	Technical Progress Report
<b>UCW</b>	Understanding Children’s Work Programme
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNICEF</b>	United Nations Children’s Fund
<b>USDOL</b>	United States Department of Labour
<b>WFCL</b>	Worst Forms of Child Labour





## ***1. Executive summary***

### **Background and context**

1. This **mid-term review report** contains an assessment of the on-going progress and performance of the Global Research on Child Labour Measurement and Policy Development (MAP) project which is running from November 2013 to 2017. MAP has four immediate objectives (IO), namely IO1 increased capacity of national statistical offices; IO2 improved information on working children; IO3 improved up-to-date statistics on child labour; and IO4 improved information about existing policy and priority areas for action. MAP is funded by The US Department of Labor (USDOL) to the sum of \$7 million. MAP is being implemented by ILO under the Research and Evaluation Unit of the under *ILO's Fundamental Principles and Rights at Work Branch (FUNDAMENTALS)*, including the Understanding Children's Work (UCW) based in Rome. This report is written by an external consultant, following an assessment by the MAP project team, inputs from national MAP project stakeholders and reflection from the external consultant herself. The structure of the report is based on the outline in the Terms of Reference (ToR).
2. The methodology for this mid-term review included a desk review, interviews, and the results of discussions at a project review meeting on March 30<sup>th</sup> 2016 with 10 persons present. Prior to the mid-term review meetings at ILO Geneva, discussions were held with 13 persons and questionnaire responses from 6 countries were content analysed and summarised. Limitations included time for the mid-term review (14 days) and sequencing of activities -a short time period between starting the review, conducting interviews, analysing questionnaires and the mid-term review meeting itself.

### **Main findings**

3. MAP is supporting the development of a survey report for each country in which a National Child Labour Survey (NCLS) or a sector-specific survey has been conducted. MAP also supports the development of a survey implementation plan, the development of a survey questionnaire, technical advice on sampling processes associated with sampling design and sample selection, data collection, and development of a survey report. Following the development of the survey, MAP supports the elaboration of a policy appraisal that will feed into policy discussions on the elimination of child labour.
4. For the most part, the mid-term review found that the MAP project is making good progress towards its immediate objectives and overall development goal. Strategies are appropriate and effective, with national partners very pleased with support via MAP. The MAP project is now organising a monitoring consultancy to support the implementation of the project management plan at outcome level.
5. A significant achievement by April 2016 is that the Tanzania National Statistical Office (NSO) has already drafted the NCLS report with support from MAP (IO2). Eight of the countries of focus in MAP have completed their survey field work (Armenia, El Salvador, Ethiopia, Georgia, Malawi, Paraguay, Peru and Tanzania) and six already sent at a preliminary or final version of the dataset to the ILO (Armenia, Ethiopia, Malawi, Paraguay, Peru and Tanzania). The datasets of the NCLS in Georgia and El Salvador will both be shared before the end of June 2016. Jamaica is currently in the process of data collection (June 2016).

6. Countries participating in the MAP project have signed an implementation agreement, which implies the country shares all products derived from the NCLS. Tunisia, a later MAP participant due to Morocco failing to agree fully with the implementation agreement, is now the alternative country. Tunisia also has restrictions on data sharing with third parties. A negotiation process is underway to allow the ILO to work with the data on the premises of the national statistics office in Tunisia.
7. The time frame for project implementation and the sequencing of project activities are progressing well towards the project objectives, although activities for IO4 are just beginning. Outputs expected by November 2017 include 9 household-based national child labour surveys and one focused on the agricultural sector; promoting the collection of statistical information on child labour as part of national statistical programmes; and 10 national child labour survey reports, one of which is already drafted (Tanzania).
8. Training designed to build capacity (IO1) to conduct nationally representative surveys on child labour and subsequent data analysis have occurred, with five sets of training on data analysis left to do, and one training on both data collection/processing and data analysis. Two trainings are delivered per country through MAP. Capacity development was reported as very much appreciated and technically appropriate by NSO staff in participating countries. MAP staff are aware that quality report writing is difficult for many NSO staff, and MAP are providing editorial and reviewing support to NSOs, particularly through the Manual developed for organising and writing National Child Labour Survey Reports (NCLS). Much editorial support to NSOs along with patience to enhance ownership is the strategy MAP is adopting in this regard. Another important strategy is to carefully involve the ministry of labour at every step in the process. The actual dissemination of the NCLS report was identified by NSOs as difficult, and a clearer strategy for dissemination is required (IO2 & IO4). It was acknowledged at the mid-term review meeting that care must be taken not to exacerbate any political resistance that may occur due to the sensitive nature of child labour survey findings in some countries.
9. Work on MAP IO3, updating statistics for core indicators on children's work and education, has already begun. In this regard UCW's Child labour database is being reformulated. Currently the UCW database contains 400 data sets with child labour indicators covering over 110 countries, with many new features now available. For example rather than information only being available per survey, now data sets are linked through a shared list of indicators. Data can now be located by age groups, sex, and cross-country, and cross time analysis can be undertaken. The revised UCW website will be live in the last quarter of 2016. UCW will prepare a brief to accompany many of the 110 country datasets.
10. Outputs for IO4 include 10 policy appraisal reports aimed at assisting governments, social partners and civil society in the development of national strategies, policies /programs to address child labour. Two qualitative reports on children living in Roma communities (Serbia and Azerbaijan) should also be completed by November 2017. Regarding this objective, UCW is initiating the policy appraisal process along with their colleagues in ILO FUNDAMENTALS, but waiting for the finalised NCLS reports for the evidence to inform the policy appraisals. Work has commenced on the Tanzania policy appraisal, but in general, the NCLS reports are required before UCW initiate the policy appraisal. ILO FUNDAMENTALS and UCW are now working more closely on this objective, linking UCW staff to project stakeholders in each country, particularly those known by ILO staff. For this type of work, UCW in the past, typically set up a steering committee (made of the government, the World Bank, the ILO, UNICEF, UCW, and the national statistics office) and will include broader stakeholders (such as the ministry of agriculture) particularly when child labour is concentrated in particular sectors such as is the case in some survey countries. During the mid-term review meeting, issues around the use of information for public policy formulation was discussed and some

suggestions are outlined in the recommendations of this report. For instance, examining the roles and platforms of different groups both within government and outside government and inviting them to engage (which to a certain extent is already planned by UCW/ILO) may help ensure child labour issues continue to be put on the agenda after November 2017.

11. MAP, in the coming months and for the remainder of the project, will explore going beyond data and survey collection alone, to investigate and recommend how data is used for policy formulation. Policy appraisals and subsequent policy briefs will require MAP staff to engage in dialogue process with the government to prioritise what can realistically be done about child labour in the country. In this regard the review found that synchronising information collected through a national child labour survey with the information required for the National Child Labour Hazardous list is paramount, including how different industries are codified statistically. MAP encourages a dialogue between NSO and the Ministry of Labour to agree on an operational definition of Hazardous Work. MAP also shares the expertise of other countries with regard to how they approached legislative and measurement challenges (for example children working in confined spaces). MAP staff should strive to make reference to and build on previous manuals produced in-country, for example a training manual on child labour law enforcement in Malawi from 2008/09.
12. The development of standardized tools through the project (such as the set of interactive tools designed to support sample: design; selection; weights; and sampling errors arising from the use of probabilistic samples) has been appropriate and effective. Joint-ownership of data is also an emerging good practice in the MAP project. The MAP project is timely and of increasing relevance, given the SDG 8, Target (8.7) on child labour, which will require governments to generate the evidence on the reduction of child labour. The MAP strategy encourages countries to contribute to and fully engage with the surveys, in contrast to an outside agency coming in to organise and oversee such a survey. Nearly all participating countries contributed to the total cost of the surveys, with Peru for example paying paid for half of the costs; and El Salvador contributing three quarters of the total costs. At the internal review meeting in Geneva (March 30, 2016), it was generally agreed that the overall funds budgeted for survey work were appropriate, although there were fluctuations in terms of what was actually allocated compared to budget estimates. Overall, the budget has evened out. The total budget has not increased.
13. With regard to the MAP institutional set-up and coordination, all interviewed reported that communications between the core project team are excellent, with staff in daily contact with each other. NSOs really appreciated the swift, informal and informative communications they enjoy with MAP staff. Internally, it was acknowledged that workload bottlenecks occurred at certain busy periods in the past, but MAP and ILO Fundamentals will discuss internally how much administrative and regular budget time is provided to support the project, and adjust accordingly. MAP uses a detailed project work plan with step-by-step activities for each immediate outcome of MAP, reporting twice a year to USDOL through detailed Technical Progress Reports (TPRs).

## **Recommendations**

14. Recommendations from the mid-term review centre on ILO/UCW facilitating MAP oversight for the project, administratively and also with regard to better scheduling and allocating staff for particular activities. MAP should start to consider how capacity development is assessed in the long term. Further coordination on policy appraisals is recommended, including preparing a theory of change for how survey results could lead to change. Overall UCW/ILO could ensure that they engage a broad group of stakeholders in the policy appraisal and results dissemination stage. Involving representatives from ministries of agriculture in steering committees is also recommended, given that child labour in agriculture is often the largest sector where boys and girls are found, and agricultural

frequently presents challenges with regard to attitudes towards children working on family farms or ‘helping out’. Policy recommendations should strive to focus on how operationally child labour could be mainstreamed into other sectors. ILO has materials available with ideas on mainstreaming and country specific materials have been produced over the years that may be useful. NSO staff require support with regard to report dissemination and linkages on how to communicate key messages on the topic. If possible, within the scope of MAP, key messages at the national level will have to be thought about, whilst developing the NCLS report, based on the evidence from the surveys. ILO could strive to coordinate better with other ILO projects, although linkages to CLEAR and GAP 11 were evident at the time of this review. The MAP project requires an assessment of their usefulness of the MAP Results Framework and the Project Monitoring Plan (PMP) as project management tools. This is now planned.

## **Lessons learned**

15. Challenging factors include the lack of updated legislation in some countries; budgetary constraints in other countries; whether child labour is viewed as a social/cultural issue or as having financial/educational effects is also significant in terms of how much prominence child labour receives from the government. In some countries, the low capacity to write descriptive reports is a challenge along with other survey deadlines NSOs experience. Contributions from national partners are an emerging good practice and the percentage contributions are outlined in Table 1 in the report. A key lesson learned is that there is a need fully understand the organizational setup and the steps in approval protocol prior to engaging with NSOs to initiate a child labour survey.

## **Conclusions**

16. Joint ownership of data has been a key factor that has ensured the success of MAP to date. A range of other factors were found to positively affect the implementation of the project including the technical expertise of MAP staff, particularly the PI; the appropriate capacity development activities for NSO staff; the implementation agreement signed by participating countries; the approval and support of ministries of labour to work with a NSO. Support from USDOL is really appreciated by MAP, included their comments and inputs on TPRs.
17. In conclusions, the MAP Project is progressing adequately towards quantitative data collection and analysis on working children, child labour and hazardous work at national level in 8 countries (Malawi, Tanzania, United Republic of, Ethiopia, El Salvador, Jamaica, Peru, Armenia, and Georgia), and at sectoral level in one country (Paraguay). MAP work in Tunisia is yet to commence. Work on updating statistics for core indicators on children’s work and education in approximately 110 countries is also progressing as planned. MAP has achieved significant results to date using effective and appropriate strategies. The MAP project has had no major implementation issues to date and is progressing very well with appropriate guidance and training provided to project partners. It will be interesting to see how towards the end of 2017 MAP has interacted and influenced national level policies, debates and institutions working on child labour.

## 2. Background

18. The global research on child labour measurement and policy development (MAP) project began in November 2013 and is set to finish at the end of November 2017. The United States Department of Labor (USDOL) is funding this project. The total budget is US\$7,000,000. The MAP project is aiming to build knowledge and capacity for accelerating progress against child labour in targeted countries by supporting data collection and analysis on working children, child labour, and child labour in hazardous work. Nine countries have been chosen, and one sector of focus in a tenth country. Building the capacity of host governments to conduct future data collection, research and analysis is a key part of the MAP. In addition MAP is updating core indicators on children's work and education in approximately 110 countries based on the availability of new survey datasets.
19. **MAP's Development Objective** is to build critical knowledge and capacity for accelerating progress against child labour in targeted countries. MAP's four immediate objectives are outlined in Table 1 below

**Table 1: MAP Immediate Objectives**

<i>Four immediate objectives (IO) of MAP</i>	
IO.1.	Increased capacity of national statistical offices to collect and analyse nationally-representative data on working children and child labour, including the worst forms of child labour (WFCL).
IO.2.	Improved information on working children, child labour and hazardous work in each target country or sector.
IO.3.	Improved access to up-to-date, public-use statistics on core child labour and education indicators
IO.4.	Improved information about existing policy /programmatic frameworks to combat child labour at the national or sector level and priority areas for additional action identified.

20. The countries of focus of the MAP project are Tunisia, Malawi, Tanzania, United Republic of, Ethiopia, El Salvador, Jamaica, Paraguay, Peru, Armenia, and Georgia, as well as Serbia and Azerbaijan. In nine of the above countries, the MAP Project support focuses on: quantitative data collection and analysis on working children, child labour and hazardous work at national level. In Paraguay the focus is on quantitative child labour data in the agricultural level. Working very closely with each host government's national statistical office, the project is striving to build the capacity of host governments to conduct future data collection, research and analysis in these areas in the future. In Serbia and Azerbaijan the focus on qualitative analysis of children living in Roma communities.
21. Project outputs include:
- 9 household-based national child labour surveys.
  - 1 sector-specific child labour survey in the agricultural sector.
  - The promotion of the collection of statistical information on child labour as an integral part of national statistical programmes.
  - 10 national child labour survey reports.
  - 10 policy appraisal reports aimed at assisting governments, social partners and civil society in the development of national strategies, policies /programs to address CL.
  - Training efforts designed to build capacity to conduct nationally representative surveys on child labour and subsequent data analysis.
  - Two qualitative reports on children living in Roma communities (Serbia and Azerbaijan).

- Generating and updating country statistics for core children's work, child labour and education indicators in countries for which new datasets are available during the period of the project.
- Inter-agency dialogue involving IPEC/UCW, UNICEF, World Bank and other concerned groups aimed at promoting progress towards harmonizing information collected on child labour and towards standardized indicators.

22. According to Terms of Reference for this mid-term review (see Annex 1), up to January 2016 the project had achieved the following results:

- 9 countries with survey implementation agreements in place (Jamaica, Peru, Paraguay, El Salvador, Malawi, Ethiopia, Tanzania, Armenia and Georgia).
- 9 countries and 111 staff of National Statistical Offices (NSO), Ministries of Labour and other institutions trained in survey design and data collection (Jamaica, Peru, Paraguay, Malawi, Ethiopia, Tanzania, Armenia and Georgia) and data analysis (Armenia, Tanzania, Malawi and Ethiopia).
- 8 countries have already conducted data collection (Peru, Paraguay, El Salvador, Malawi, Ethiopia, Tanzania, Armenia and Georgia).
- 1 policy appraisal developed or started (Tanzania).
- 2 thematic studies started on child labour among children living in Roma communities (Serbia and Azerbaijan).
- Interactive tools to support the procedures for sample design; sample selection, sample weights and sampling errors arising from the use of probabilistic samples developed have been developed and are publicly available in SIMPOC Web-site.<sup>2</sup>
- A Manual for the elaboration of National Child Labour Survey Reports developed and distributed in draft format among NSO for the elaboration of NCLS reports.
- Child labour indicators updated for 71 number of countries by UCW.
- UCW database reformulation process in its way with new indicators defined, more than 300 datasets re-analysed to provide better statistics.

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<sup>2</sup> [http://www.ilo.org/ipec/ChildlabourstatisticsSIMPOC/Manuals/WCMS\\_304559/lang--en/index.htm](http://www.ilo.org/ipec/ChildlabourstatisticsSIMPOC/Manuals/WCMS_304559/lang--en/index.htm).

### ***3. Methodology for review***

23. The Mid-Term Review (MTR) aimed to assess the on-going progress and performance of the Global Research on Child Labour Measurement and Policy Development (MAP) project. The Review encompassed a thorough mid-term Internal Review (IR) by the project team, facilitated by the external facilitator. In a collaborative manner between MAP staff and the reviewer, the focus was on progress to date, and the implementation of project activities. The reviewer considered the likelihood of the MAP project achieving its objectives and targets. Project design, implementation, outputs and sustainability were examined. In collaboration with the project team, recommendations for the remaining period of the project were made. In short, the review attempted to:
- Analyse implementation strategies towards achieving the project objectives;
  - Review the institutional capacity for project implementation
  - Assess the implementation of the project to date
  - Examine the likelihood of the project achieving its objectives
  - Review strategies for sustainability of project results
24. The methodology for the Mid-term review was initially suggested in the terms of reference for this work (Section V of Annex 1). Essentially the methodology employed involved: MAP project document review; a set of open ended questions (Annex 2) sent to five national statistical offices (NSOs)<sup>3</sup> (Georgia, Armenia, Jamaica, Ethiopia, Tanzania) and sent to one consultant working closely with the NSO in Paraguay. All six-questionnaire responses were completed. Interviews (Annex 4), based on the open ended questions in the survey, took place with NSO directors or operational heads of units in the following NSOs: Georgia (Geostat), Armenia (NSS along with the director of the International Centre for Human Development or ICHD), Jamaica (STATIN), Tanzania (NBS). The criteria for the selection of these countries included regional representation, different levels of development of the project (i.e. Jamaica was starting the NCLS process, in comparison to other countries where data collection was already implemented) and type of survey (i.e. Paraguay is a sectorial survey in comparison to other countries who are conducting national child labour surveys or a module in the labour force survey). It was considered also to select countries where SIMPOC experience is been initiated (i.e. Armenia and Georgia).
25. Initial Skype calls took place with the MAP PI, and 3 other IPEC staff (one based in Addis), as well as with 1 UCW/ILO staff member working on the project. A conference call took place with 4 USDOL officials. A draft report was subsequently prepared with a series of further questions for a mid-term review meeting held at ILO on March 30<sup>th</sup> 2016 (Annex 5 & Annex 6).
26. The objectives for a mid-term review meeting held at ILO, were identified in collaboration with MAP staff as follows:
- To discuss some of the positive aspects of MAP that has facilitated work to date.
  - To discuss resources needed to ensure MAP continues and finishes with good outcomes.
  - To set the stage for future work in terms of collaboration with regard to ensuring good quality and speedily developed products and outputs – to reach the overall MAP development objective.
27. A presentation of progress to date was prepared for this meeting, with questions to be discussed at the mid-term review meeting, organised and presented thematically. A preliminary project mid-term

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<sup>3</sup> Note NSO is generically used to describe Central Statistical Offices, or Bureaus of Statistics

review report was prepared and shared with ILO. Consolidated comments were incorporated into this report.

28. A limitation was the short time period (14 days allocated in total) to review the MAP project work to date, which covers 12 countries. The reviewer would have liked to have time to interview more NSOs staff in the other countries other than 6 (this would have taken another 2 days). NSO staff had to respond quickly to the questionnaire sent to them by the reviewer. The timing for preparatory work for the mid-term review meeting was too short, given that a short report had also to be prepared prior to this meeting, and questionnaire responses were still being returned a day before the meeting and had to be analysed in advance of the meeting.
29. Overall the reviewer has assessed that 18-20 days would have been more appropriate for this assignment, given that two reports had to be prepared: i) that outlined progress and issues to discuss at the MAP stakeholder meeting, which required a thorough knowledge of the project; and ii) the main review report, which received two sets of comments before evolving into this final report.



## ***4. Results from mid-term review***

### **4.1 Summary of progress to date**

30. Eight of the countries of focus in MAP have completed their survey field work (Armenia, El Salvador, Ethiopia, Georgia, Malawi, Paraguay, Peru and Tanzania) and six have already sent at a preliminary or final version of the dataset to the ILO (Armenia, Ethiopia, Malawi, Paraguay, Peru and Tanzania). The dataset of the NCLS in Georgia will be shared with MAP in April 2016 and for El Salvador by June 2016 (approximately). Jamaica is currently beginning data collection (April 2016).
31. Countries participating in the MAP project have signed an implementation agreement, which implies the country shares all products derived from the NCLS. In most countries the MAP project established joint-ownership of all products derived from the survey. This was a strategy to reinforce their ownership and appropriation of survey results. Joint ownership also facilitated the negotiation process on MAP participation. Governments can be reluctant to engage in a data collection process where a third-party fully owns data collected by a government agency. Yet, a significant achievement to date is the sharing of these six datasets from Armenia, El Salvador, Ethiopia, Georgia, Malawi, Paraguay, Peru and Tanzania.
32. Negotiations with Morocco with regard to data access failed to find a solution with respect to sharing national statistical office data. Tunisia, as an alternative country, was suggested. National legislation in Tunisia does not entitle the National Statistical Institute (the INS) to share data files with any third party. However a negotiation is in process to allow the ILO to work with the data in the premises of the INS.
33. A matrix with a summary of country progress is presented in Table 4 in Annex 3. Further details on the implementation of the project so far including the delivery rate of funds and project outputs to date is outlined below, organised by the four immediate objectives (IO) of MAP.

### **4.2 IO1: Increased capacity of national statistical offices**

34. The project has a strong focus on capacity building in each country conducting child labour surveys. Two trainings are provided for each country through MAP. The first training is provided by MAP staff early on (once contracts are signed) focused on: the conceptual framework on child labour; information on the resolution on child labour statistics; overall child labour survey preparatory activities including design of questionnaires and sampling frame considerations. The on-line set of interactive tools that were designed to support procedures for sample design are explained so that they are used by NSOs. Once the data has been collected and cleaned by the NSO – with the support of MAP project - a second training on how to analyse this data takes place. This training includes a focus on how to elaborate the NCLS report.
35. All countries interviewed for the internal mid-term review really appreciated the training provided by the Project, and many praised the technical quality and the way the training responded to country specific needs. Capacity building with NSOs was described as a two-way process by one interviewee. For example, whilst NSO officials learn much about measuring child labour, experienced NSO officials share ideas with regard to measuring poverty (which is an area they are frequently asked to measure by other donors). The workshop in Rome (9-13 November 2015) where officials from NSOs in Tanzania, Ethiopia and Malawi came together to discuss data analysis and report writing was

described by NSOs very useful. There were 14 in attendance: 6 participants from Ethiopia, 3 from Malawi and 1 from Tanzania.<sup>4</sup> Exchanging between countries was particularly helpful.

36. How much the NSOs value the training they receive from MAP came across clearly in the questionnaire responses from NSOs. For example the NSO questionnaire response from Ethiopia stated that:

*“The technical training provided by ILO was very useful for conducting the 2015 NCLS, particularly to familiarise staff with the new SIMPOC questionnaire and the application of standard concepts along with the definition of child labour and its methodology.”*

37. It is likely that the final evaluation for MAP will evaluate the impact of training, so it is important to begin to consider how MAP capacity building can actually be measured.

38. During the mid-term review meeting in Geneva (March 30<sup>th</sup>), the future MAP training needs were identified as five sets of training on data analysis and one training on both data collection/processing and data analysis.

- Georgia, Paraguay and Peru require training on data analysis; Jamaica requires the second set of training on data analysis later than other countries. The training for Georgia is already scheduled.
- Tunisia require training on data collection/processing and data analysis.
- El Salvador requires specific training on econometrics.

39. The usual practice of MAP is to have two trainers per training organised. It was generally agreed that when there are two trainers from MAP present, broader training objectives can be met. Ensuring timeframes for scheduling two trainers at every forthcoming training session was discussed at length during the mid-term review meeting. Due to the success of the November 2015 training for three countries together (Ethiopia, Malawi and Tanzania), deliberations took place on whether or not regional training can collectively be held for Paraguay, Peru and El Salvador. The MAP team may consider putting Paraguay and Peru together, but due to much capacity development from UCW in the past, El Salvador is at a more advanced level and requires specialised training.

40. Another issue discussed at the mid-term review meeting was whether capacity building is for NSOs alone, or whether a wider group of national interested stakeholders could become more involved. It was noted that it is up to the NSO to suggest and invite others, and there are sometimes issues around confidentiality of data. One ILO staff member recommended better linkages with academic institutions in country (which is what GAP 11 are doing), who could help to ensure the sustainability of knowledge generated through training. It was agreed that the circumstances in each of the participating MAP countries was different, and any invitations to other institutions must be agreed by the NSOs.

### **4.3 IO2: Improved information on working children, child labour**

41. MAP is supporting the development of a survey report for each country in which a NCLS of a sector-specific survey has been conducted. A significant achievement is that the Tanzania NSO has already drafted the NCLS report with support from MAP. When a dataset is shared with MAP, MAP staff

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<sup>4</sup> In addition 1 staff member from UCW attended, and 3 FUNDAMENTALS staff (including the Africa MAP project officer). The project invited 3 participants from Tanzania, but government restrictions only allowed one to participate.

produce a report on the quality of data and improvements that they can include. Adjustments are suggested by ILO staff and then made by NSO staff. MAP staff stress throughout the process that these NCLS reports are not ILO reports, but belong to the country. ILO further stress that NCLS reports provide the evidence that can be used to inform frameworks to combat child labour at the national or sector level. Adapting this approach requires tracked change comments with suggestions for improvement as well as much patience to ensure a country takes ownership of their report.

42. Report writing on datasets often proves difficult for NSOs who may not have time or skills to produce a readable internationally comparable report. A *Manual for National Child Labour Survey Reports (NCLS)* has been developed through MAP and is in draft form, but has been shared with a number of countries to date (Tanzania, Ethiopia, Malawi, Georgia, Paraguay and most recently Armenia). The Manual builds capacity in report writing, and suggests in detail how to structure a National Child Labour Survey report, covering how to describe the national context, design a survey methodology, explaining concepts and definitions, activities performed by children, characteristics of working children, child labour and hazardous work, educational characteristics, other and determinants of child labour. How to present the results in the NCLS report is outlined in useful annexes on presenting data.
43. Following up on a point mentioned in 4.2 above that MAP should consider how to measure capacity building, it should be noted that capacity building within the NSO is tracked by ILO by assessing the improved quality of the NCLS drafts as the drafts report progresses. The quality of the final report is a good indication of how the Manual and ILO's training contributed to capacity building amongst NSO staff.
44. Section III of the Manual for National Child Labour Survey Reports contains a section on gender analysis, highlighting how sex is a background variable that merits special attention, since a gender perspective is required in the analysis of child labour survey data to reveal gender-based disparities among boys and girls. This section also goes on to stress the importance of understanding how and why the nature and possible causes of child labour differ between boys and girls, and how work can affect boys and girls differently. A short extract from the Yemen 2013 National Child Labour survey is provided to demonstrate how adopting a gender perspective leads to a better understanding of child labour (including different risks faced by boys and girls as a results of types of occupations and age).
45. An emphasis on any gender differences, using evidence/data is certainly useful. Gender issues in the NCLS Manual may require a bit more attention in terms of how to interpret results. For instance, if there are differences between boys and girls, how can NSOs describe these differences in the NCLS report in a meaningful way that allows others to develop policy recommendations?
46. The Manual is currently 117 pages long; it will be tested in each of the MAP countries and adjusted accordingly on the basis of the inputs received by the different countries. Those NSOs who were asked about the Manual found the draft useful and appreciated having it available. One interviewee stressed how it is important not to impose a strict structure on the NCLS report, as the same tables cannot work everywhere. For example if there is no child labour in mining, then this table is not required.
47. Tanzania provided specific comments on the Manual:

*“Generally, the manual is relevant for tabulation and presentation of child labour statistics. The manual provides important guidelines in derivation of various child labour indicators. The manual has also improved comparability of child labour statistics between countries by having data presented in the same format. However, certain improvements*

*can be done to the manual, like: some tables require inclusion of too much information in a single table. Such tables make it difficult to deduce the main patterns of the statistics presented. These tables could therefore be broken down into simpler tables to enhance clarity. For instance some tables in annex 1.D on educational characteristics and annex 1.E on other relevant characteristics. “*

48. The MAP team confirmed that the objective of the NCLS Manual is to provide guidance on the elaboration of the NCLS reports and is supposed to be flexible, and that they will communicate this to NSOs (so NSOs realise they do not have to draft sections that are relevant to their data results).
49. During the mid-term review meeting (March 30 2016), support required for countries to ensure they adequately complete data cleaning and other preparations for the final NCLS report was discussed. The data cleaning process took place in Ethiopia, Malawi, Paraguay and Peru.
50. With regard to data on children living in Roma communities, a ToR has been agreed with a research company called IPSOS who will undertake the work in Serbia. Negotiations are underway with the *Azerbaijan Children Union (ACU)* in Azerbaijan, and the research will take place after the work has been undertaken in Serbia. MAP is applying an innovative approach to these rapid assessments not strictly following the IPEC Rapid Assessment (RA) guidelines<sup>5</sup> because of the sensitivities of working with the Roma community. MAP plan to work through partners using a community approach to describe many elements of children living in Roma communities. For example, parents and groups of children themselves will be approached in a culturally sensitive manner; teachers will be interviewed to determine their perspectives and potential prejudices vis-à-vis children living in Roma communities. The reports can be used to compare the children living in Roma communities in Azerbaijan and Serbia. In Serbia there is allegedly a strong interest from the government, who have Roma officials in prominent positions. UNICEF are working with children living in Roma communities, this is the first time ILO has worked on child labour in Serbia. Children living in Roma communities are of particular interest at the ministry of interior, who want to conduct an assessment, so that they can initiate a suitable programme. Community child labour monitoring may possibly (and eventually) be a recommendation or an entry point for activities in Serbia. Work has also begun on improving information on children living in Roma communities.
51. An important issue that came up in interviews and questionnaire responses was that NSO officials expressed concern about their ability to disseminate their NCLS report and communicate results further. NSOs asked for MAP support in this regard. This issue was discussed at length during the mid-term review meeting. Having ILO/UCW staff present at the launch of the report was considered a good idea and will be facilitated where possible. UCW reported that the dissemination of their reports is somewhat standard. They invite the press, government offices, and workers and employers organisations, encouraging all these partners to place the NCLS report on their websites. However because of the concern raised by NSOs in interviews and questionnaire responses, this may be an area that requires further thought (inputs) towards the end of the MAP project. Reviews of policy processes demonstrate that to generate advocacy coalitions to address an issue, it is important to examine the roles and platforms of diverse groups both within government and outside government. If not already planned, MAP in collaboration with NSOs and government may consider communicating with a broader group outside the typical ILO partners e.g. NGOs/civil society organisations/faith based organizations, think tanks (this is already the case in Armenia with the International Centre for Human Development (ICHHD), academics, and most importantly the media. This would be to build broader coalitions interested in addressing child labour or at the very least applying pressure to address it.

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<sup>5</sup> *A Manual on child labour rapid assessment methodology* available at:  
<http://www.ilo.org/ipecc/areas/Childdomesticlabour/Rapidassessmentsnationlaandregionalreports/lang--en/index.htm>

MAP staff and national partners could further discuss whether there may be opportunities to involve some such broader coalitions at the dissemination stage.

52. Communication can take many forms, including news stories in the print media; press releases and press conferences; posters, brochures, and fliers, word of mouth, presentations to others, and special information dissemination events. Technical Committees typically include government representatives from ministries of labour, education, health, and youth amongst their members. In each country there is generally one Technical Committee for the NCLS and another one that focuses on the policy appraisals. It might be relevant to suggest to both Technical Committees in each country that they both could increase their responsibilities in the dissemination of results. A Technical Committee could for example develop a communications plan beyond the official launch of the NCLS report. This Technical Committee will have to: consider the purpose of disseminating the NCLS report; the audience; and the message they wish to communicate – for instance chose a few indicators that the country states they would like to see impact of change. For example a reduction in poverty or school enrolment. Which communication channels they will use and how they will actually distribute their key messages on child labour should be discussed in depth. Some audiences may be more interested in the type of work children are engaged in, whereas others may be more concerned with the health effects. Likewise the Technical Committee that will oversee the policy appraisal could ensure they have a system set to so that they can adequately communicate the key points and recommendations from the appraisal.
53. Another aspect of a communications plan would be to determine who has good influence nationally (aim the message at those who will listen) such as which politicians, religious authorities, community leaders, etc. It will also be important to present the child labour challenges in a way that are not too negative or extreme, but encourages action. MAP's strategy is not to minimize the child labour problem, but to encourage countries to accept what the data reveals (the numbers of children in child labour, including highlighting whether national child labour figures are below regional averages). A public dissemination event can emphasize how the NCLS report can act as a baseline to document the improvements in the lives and livelihoods of children, with attention to lasting or significant changes. It is up to civil society organizations and others to use this baseline at a later date to check government actions. The MAP project staff are currently considering who has relevant influence nationally in Tanzania, where the NCLS report is to be soon launched.
54. To maximize the dissemination of the results of the NCLS reports the project will closely coordinate the dissemination event with the ILO country offices, National Statistical Offices and Ministries of Labour. Regarding the target audiences, the project will suggest inviting a broad range of organizations beyond the ILO traditional partners such as NGOs/civil society organisations, academics, and most importantly the media. Another aspect of the communication plan would be to determine who has good influence nationally (aim the message at those who will listen) such as which politicians, religious authorities, community leaders, and what is the best way to 'package' the message that should be communicated.

#### **4.4 IO3: Improved up-to-date statistics on child labour**

55. UCW have already begun work on improving access to their data sets on child labour and education indicators. Resources have been allocated to reformulate the UCW database, the world's largest database on child labour, which contains more than 400 data sets with child labour indicators covering over 110 countries. There are many new features available in the data sets and a shared list of indicators that are currently being expanded and analysed. For example data can be located by age groups (the age ranges have been expanded from 5-14 years to 5-17 years), sex, cross-country and cross-time analysis, and different indicators can be used for the same country. Previously the data

could only be selected survey by survey. Now trends can be accessed, as users can compare by time, per country and within the country.

56. The new UCW website will be live in the last quarter of 2016. UCW plan to link this data set with SIMPOC's website and this process is underway<sup>6</sup>. In the reformulation of the UCW database on child labour indicators, each country will have a pilot statistical brief synthesizing existing statistical information on child labour, ratifications, among other important information. MAP expect that the updated statistics will be easier to use to inform and complement the 2017 global estimates on child labour and also complement USDOLs Trade Development Act Report and other reports on the Worst Forms of Child Labour<sup>7</sup>. UCW's data set is publically available and it is expected that traffic to ILO and UCW's (linked) website will increase in coming years due to reporting on SDG Target 8.7. The mid-term review meeting participants confirmed how these datasets and the revamped website will be fundamental for further SDG reporting, particularly around target 8.7.
57. MAP will prepare a brief to accompany the 110 country datasets. Each brief will contain basic information on child labour in that country, relevant convention ratification, minimum working age; age for compulsory education along with basic indicators on school attendance and working hours. UCW have already started re-analysing 300 datasets and putting them in different formats; micro data is being reformulated into existing data sets.
58. Datasets of surveys supported by the project will be progressively uploaded onto the SIMPOC Web-site on the day of the dissemination seminar events at the country level and will be featured under the 'What's New' section of the SIMPOC Web-site.

#### **4.5 IO4: Improved information about existing policy and priority areas for action**

59. Based on the finalised NCLS reports, policy appraisals are to be undertaken lead by UCW staff in the project. However MAP is supporting governments and national stakeholders to identify specific areas of policy intervention against child labour. The 'theory of change' for this objective appears to be that the data in the NCLS report will back measures to inform existing policy and programmatic frameworks and help to institutionalise the next child labour and forced labour research including data collection to review progress in coming years against the NCLS report.
60. The NCLS reports are set to be descriptive, and in as far as possible outline the characteristics and consequences of child labour. The NCLS reports are thus required before UCW/ILO support governments and stakeholders in identifying areas for intervention against child labour through the policy appraisal.
61. The process involved includes analysing the NCLS report. In collaboration with partners in each country, a situation analysis is undertaken, and then more detailed examination of policies with recommendations for specific aspects of the child labour situation. The government identifies their main area of interest or focus with regard to child labour. The current national policy and whether legislation in each country is effective or not effective is examined. UCW also examine a wider range of information available for each country, including other data sets, analysing trends and complementarities between these reports, prepare data tables and graphs for ease of use by those interested in informing policy on child labour.

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<sup>6</sup> Issues around logos are currently being sorted out.

<sup>7</sup> For example from 2014: <http://www.dol.gov/ilab/reports/child-labour/findings/2014TDA/2014TDA.pdf>

62. For the policy appraisals meetings with government and a technical steering committee is formed (made of the government officials, the World Bank, the ILO, UNICEF, and the national statistics office). This is the methodology they have used in other USDOL projects such as GAP and lessons have been learned from this process. For example Ghana through GAP11 on cocoa and recently in Cambodia, Zambia, Uganda, focused on vocational training. The recommendations are identified together with the government and other stakeholders to ensure national ownership on any policy recommendations. Policy appraisal work with Tanzania is currently being initiated.
63. Evidence from the ten child labour surveys will inform along with other statistical data and diagnostic studies. ILO's presence can help to bring together the key actors in the country through the child labour steering committees. It may be necessary to highlight how child labour links with the new SDG targets and in some cases the UNDAF framework. In order to ensure that the evidence is used, linkages are made to other actors and also to wider frameworks, during the mid-term review meeting, it was agreed that the Project will actively support the development of policy appraisals and provide relevant contacts from other ILO colleagues in-country to help organise the appraisal process.
64. During the mid-term review meeting, issues around the use of information for public policy formulation was discussed. It was agreed that for implementation and action after policy appraisals, reviews of policy processes demonstrate that it is important to examine the roles and platforms of different groups both within government and outside government. It was noted during the internal review that child labour in agriculture is thought to be the most prevalent form of child labour in many of the 10 countries (Paraguay, Armenia, Georgia, Jamaica, Peru, Malawi, Ethiopia, and Tanzania). However the ministry of agriculture is absent from the child labour steering committees for the survey (Georgia and Armenia). One NSO for instance reported that the reason for this was that the NSO did not think the ministry of agriculture would contribute much initially in terms of methodology. It was agreed at the mid-term review meeting that ministries of agriculture could become more involved. Whether to involve others does however rest with the national partners, although ILO can help in inviting some such stakeholders. For instance, MAP will encourage the participation of key institutions in the dissemination seminar of the NCLS report (through the National Statistical Offices, who are the organisers of the seminar).
65. Other issues raised were whether child labour is viewed amongst many child labour experts as a social problem and an economic issue significance. When there are trade issues at stake (e.g. trade agreements being negotiated), those at the mid-term review meeting stressed that more action often occurs at the national level. This is why the NCLS is an important information tool. Sometimes however the government may deny the existence of child labour to avoid a focus on their labour breaches.

#### **4.6 Appropriateness/potential effectiveness of strategies to achieve the immediate objectives**

##### **4.6.1 Appropriateness of MAP strategies**

66. Capacity building strategies adopted by MAP staff (for each country) respect the expertise and technical capacities of NSO staff. This was reported to be much appreciated in interviews with NSOs. The development of standardized tools through the project to help reach immediate objectives has been appropriate and effective. For example the set of interactive tools that were designed to support procedures for sample design, sample selection, sample weights and sampling errors arising from the use of probabilistic samples.<sup>8</sup> In the past, it was challenging to provide the right technical advice for

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<sup>8</sup> [http://www.ilo.org/ipec/ChildlabourstatisticsSIMPOC/Manuals/WCMS\\_304559/lang--en/index.htm](http://www.ilo.org/ipec/ChildlabourstatisticsSIMPOC/Manuals/WCMS_304559/lang--en/index.htm)

each country's sample design. The MAP approach is innovative in that there is joint ownership of datasets. In previous projects, ILO owned data. Joint-ownership of data is also an emerging good practice in the MAP project. It is too early to comment on the strategies for I03 (up-to-date public use statistics on core child labour and education indicators) but work is progressing. Much will depend on how the data sets are used, and how ILO/UCW measures usage. Comments on the need for improving strategies about using information at the national or sector level was already discussed under section 4.5 above and discussed again under section 4.6.5 below.

#### **4.6.2 Relevance of strategies towards SDG targets**

67. The MAP project is timely and of increasing relevance, given the SDG 8, target (8.7) on child labour. Governments will increasingly require data to report on progress.

*SDG Target 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.<sup>9</sup>*

68. SDG Target 8.7 will help to secure the prohibition and elimination of all forms of child labour as an essential step to achieving decent work for all, full and productive employment and inclusive and sustained economic growth. Governments will be under increasingly pressure in the future to have adequate data against which to report their progress on ending child labour as well as eradicating forced and the worst forms of child labour. The MAP project provides governments with a very relevant strategy for their future reporting requirements. Countries participating in MAP will have a baseline on child labour. Frequent surveys will be required to assess the compliance of Target 8.7 over time.

#### **4.6.3 Government interest in measuring child labour**

69. Governments appear to be increasingly interested in developing capacity to measure child labour in their country. According to the MAP statistical officer in Addis, in Africa many countries mention that they would be interested in measuring child labour, but do not know or realize that they should send a request to ILO. The MAP project is appropriate, given that rather than measurement by an outside agency, MAP is supporting countries set themselves up to report on their child labour situation. Although USDOL assigned the countries, these countries wish to undertake these surveys (and are ILO member states). Some countries, such as El Salvador, already have a good record on child labour data collection (they have conducted 13 NCLS reports since 2001), yet MAP supported the NSO to expand the sample size in their labour force survey and revise their survey questionnaire in order to capture better data on hazardous work.

#### **4.6.4 Appropriate strategy towards national contributions**

70. The MAP strategy encourages countries to contribute to and fully engage with the surveys, in contrast to an outside agency coming in to administer and run a survey. Table 2 below outlines estimations of percentage contributions by country to the total cost of the surveys. Peru paid for half of the costs. ILO contributed \$240,000 to El Salvador, but the total labour force survey cost \$2 million<sup>10</sup>. On the other hand, Ethiopia contributed \$148,892 but also provided in-kind support. In some cases, ILO's support through USDOL, and subsequent government contributions, helped to expand the surveys

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<sup>9</sup> The proposed indicator is the ratification and implementation of fundamental ILO labour standards and compliance in law and practice.

<sup>10</sup> In El Salvador, the government owns the data and gives a license to ILO.



(for example in El Salvador). The MAP PI reported that the contributions from Geostat in Georgia were extremely significant, primarily because there was no need to undertake a listing process as they recently conducted a national population census. Geostat saved MAP approximately USD 77,000. The Central Statistics Agency (CSA) office in Ethiopia complained in their questionnaire response that financial support for the child labour survey was not sufficient. MAP clarified that the Ethiopian CSA did not at any point request additional resources. Thus this may likely be the opinion of one individual at the CSA office.

71. The strategy for funding MAP countries used by ILO is to ask countries to develop a technical and financial proposal (without the country knowing how much the budget allocation would be). The structure of costs is evidently different from country to country. Based on the sample size,<sup>11</sup> and the resources available, along with the prevalence and number of statistical domains in each country,<sup>12</sup> a funding negotiation process is initiated. Final costs evidently depend on the sample size as well as infrastructure. A country can put more funds into the survey if they wish to expand the sample size. All countries put a certain contribution either monetary or in-kind (their computers, staff time, sometimes vehicles, etc.).

**Table 2: Financial contributions of ILO to and National Governments to NCLS process**

	<i>% contribution of the NSO</i>	<i>Nature of contribution</i>
<i>Armenia</i>	9%	Office equipment; car rent & fuel; power and communication; hall rent; stationery etc.
<i>El Salvador</i>	88%	The financial contribution of the ILO to the child labour module only covers 3000 households of the 24,875 households to be covered in the framework of the EHPM.
<i>Ethiopia</i>	23%	For salaries, printing and hardship allowance. CSA contributed also in kind (printing equipment, vehicles, computers, software, meeting rooms, etc.).
<i>Tanzania</i>	7%	Data processing equipment, utilities like electricity and telephones, vehicles used during implementation of the survey, office space and furniture, salaries. All in-kind contribution was used during the implementation of survey activities.
<i>Peru</i>	50%	Costs - The Ministry of Labour provided half of the total resources for the implementation of the survey.
<i>Paraguay</i>	37%	Costs - The DGEEC provided an estimate of their contribution in terms of equipment, core staff from the DGEEC, hardware used, workshop, pilot survey and vehicles.
<i>Georgia</i>	TBD	Response from GEOSTAT: With regard to the co-financing on the part of Geostat for the NCLS, there was really no significant contribution. MAP used some Geostat resources like printing out training materials; MAP used Geostat cars for training/questionnaire piloting purposes, etc. but it was relatively negligible overall. The MAP PI reported that the contributions from Geostat in Georgia were extremely significant, primarily because there was no need to undertake a listing process as they recently conducted a national population census. Geostat saved MAP approximately USD 77,000.

72. At the internal review meeting in Geneva (March 30, 2016), it was generally agreed that the overall funds budgeted for survey work were appropriate, although there were fluctuations in terms of what was allocated to each country. The MAP project document was prepared with budget estimates based on previous ILO-SIMPOC experience. This is a common practice when ILO plans for 12 countries in various regions. In many cases, during negotiations with the participating MAP countries, the MAP PI and FUNDAMENTALS negotiated the budget downwards. For instance negotiations between the MAP and governments made it possible to reduce project funding contributions in five countries:

<sup>11</sup> The sample size has no relation to the population size, but relates to the prevalence of child labour (higher prevalence lower sample size, lower prevalence higher sample size).

<sup>12</sup> For example Ethiopia has 11 regions/domains; Malawi has 3; Jamaica has 14.

Ethiopia, Jamaica, Malawi, Paraguay and Peru. The estimates in the original project proposal were in some cases realistic, but in other cases MAP had to tap into cost increases.

73. It is important also to stress that the MAP project was funded through a competitive bidding process, and sometimes less time is available for finalising budgets in a tender document. ILO FUNDAMENTALS are constantly working on improving budget estimates based on real costs rather than base budgets only on previous costs.

#### **4.6.5 Appropriateness of strategy towards use of evidence**

74. MAP goes further than data collection to how data is used at the country level, and what affects the use of data. IO4 is only being put in place now, so it is not possible to report on progress with regard to the use of data. In theory the policy briefs and policy appraisal require that MAP staff engage in dialogue process with the government to adapt to the particular policy process in the country. Ideally, the briefs are not produced externally, but as a result of a dialogue process with government and survey stakeholders. Such a strategy is appropriate and if put in place will respect the policy process in each individual country.
75. During the internal review meeting, a discussion took place on with regard to the technical expertise among those supporting child labour elimination and knowledge on national policy making processes (policy expertise), which were acknowledged as equally significant. In the case of MAP, project staff indicated that it is important to have the NCLS document as a basis for discussions in policy. The NCLS report provides the evidence. However it was reported by NSOs during interviews that NSOs staff themselves view their position as apolitical and can only report on data, rather than make policy recommendations. Although there can be interactions between the ministry of labour and NSO staff, much depends on the country context.

#### **4.6.6 Linking NCLS and National Child Labour Hazardous list**

76. During the mid-term review meeting, it was also emphasised how important it is to ensure that the hazardous work list and collection of data go hand in hand. When the national steering committees are developing or adapting the hazardous work list into operational statistical indicators, they should be linked to child labour measurement experts so they ensure the right information is collected for updating this list. This has been the case in Georgia, where the NSO is advising on how to operationalise statistical indicators for hazardous work. All MAP countries have been provided with concrete examples of the operationalization of the hazardous work list into statistical indicators (i.e. at the global level based on the methodology of the ILO global estimates, and at the national level based on a wide number of SIMPOC surveys that have undertaken this process). In some countries, the hazardous list of work is approved by lawyers and differences of opinion may arise between using legal text and indicators that allow data to be captured. Child labour measurement experts should always be consulted if hazardous lists are to be operational. Statisticians cannot replace legislators, but can inform legislators how different industries are codified statistically. Likewise legislation cannot go beyond what can be measured.
77. Reference should always be made to previous ILO manuals and training products produced in-country, for example a training manual on child labour law enforcement in Malawi from 2008/09 or guides for combating child labour in commercial agriculture or nationally produced sets of good practices compiled through previous ILO projects. ILO FUNDAMENTALS encourages a dialogue between NSO and the Ministry of Labour to agree an operational definition of *hazardous work* for every survey supported and in each country. Furthermore MAP put the expertise of other countries at the service of specific countries to share examples of how other countries approached legislative and

measurement challenges (for example children working in confined spaces). In summary MAP promote dialogue to agree an operational definition of child labour, and involving NSOs in updating the hazardous work list (which is periodically updated). Through its' ongoing activities, MAP (following ILO Recommendation 190 concerning the prohibition and immediate action for the elimination of the worst forms of child labour),<sup>13</sup> will continue to strive to ensure linkages between those developing the child labour hazardous list are in place, even with the self-described apolitical nature of NSOs.

## **4.7 Institutional set-up**

### **4.7.1 Communications and work coordination**

78. Communications between the core project team are excellent, with staff in daily contact with each other. Similarly, NSOs reported they really appreciated the communications they have with MAP staff, which is responsive and swift. For example the International Centre for Human Development (ICHD) and the National Statistics Bureau (NSB) in Armenia both reported that communication with technical advisors in the implementation agency is really important to overcome any problems. Such communication is often most supportive technically when non-formal methods are used – texting, email, telephone or Skype. Overall project communications are excellent so far, and this has been a factor that ensures efficient and effective responses to NSOs. It also earned MAP, and FUNDAMENTALS as a whole, much respect from the NSO staff.

79. Within this MAP project, there are 8 staff members, but all are not working 100 percent on MAP. Although there have been good results to date, with limited staff, during the mid-term review meeting resolving how MAP organises or allocates staff to project activities was discussed in detail by the MAP project team and FUNDAMENTALS, who acknowledged that bottlenecks at certain busy periods occurred in the past. The importance of providing better administrative support to the MAP PI was recognised. Although much of the contractual administrative work took place in the first two years (preparing the contracts with the NSOs), FUNDAMENTALS will review how much administrative time is provided to support the project, and to assure that needs are addressed. MAP staff concluded that the heavy administrative work is completed with all but Tunisia's contract in place.

### **4.7.2 Usefulness of management tools**

80. MAP has a detailed project work plan with step-by-step activities detailed by country for each immediate outcome. The PI uses the project work plan on a day-to-day basis, including for example to schedule shared tasks with MAP staff based in Rome (at UCW). Detailed Technical Progress Reports (TPRs) are produced twice a year for ILO and for USDOL. These TPRs contain tables with outputs-level indicators. There has been discussion on developing a Comprehensive Monitoring and Evaluation Plan (CMEP), but it was agreed that because MAP is predominately a research project, a CMEP was not required. The project has not yet assessed the outcome indicators, which are present in the Performance Monitoring Plan (PMP). The MAP project is planning to undertake a systematic review of these outcome-level indicators towards the end of 2016.

### **4.7.3 Coordination with CLEAR and GAP II**

81. During the internal review meeting (March 30, 2016), as representatives from both GAP11 and CLEAR projects were present, how better linkages with GAP11 and CLEAR can be nurtured was

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<sup>13</sup> <http://www.ilo.org/public/english/standards/relm/ilc/ilc87/com-chir.htm>

discussed. In Azerbaijan, the survey on children living in Roma communities will feed into policy discussions. The Ministry of Labour has delayed CLEAR actions until the MAP project report is available. FUNDAMENTALS are also linking to the ILO project coordinator in Armenia. In Paraguay, ILO CLEAR activities are close to completion as most activities planned that can be undertaken have been completed. MAP will involve those stakeholders who were involved in CLEAR in the NCLS survey dissemination activities. Countries that are covered by GAP11 that overlap with MAP include: Ethiopia; Paraguay and Azerbaijan. In Ethiopia, Paraguay and Azerbaijan for example an expected outcome is capacity building and strategic policy development expected outcome on strengthening coordination across enforcement agencies, as well as strengthening policy coordination mechanisms since they are closely tied to enforcement initiatives. There is also an expected outcome on National Action Plans for Child Labour (NAPS) in these 3 countries. In addition in Paraguay there is an outcome on identifying gaps in the legal and regulatory framework to prevent and protect children and adults from exploitative and forced labour situations and prepare an assessment report on findings.

### CLEAR

The country level engagement and assistance to reduce child labour (CLEAR) project runs from 1 November 2013 to 30 November 2017. It is funded by USDOL up to \$7,700,000. CLEAR will provide technical guidance support in the areas of legislation, enforcement, monitoring, development and implementation of national action plans, and improved implementation of policies and social programs with an impact on child labour. The CLEAR project has 4 components:

- 1: To improve specific aspects of national legislation on child labour including its worst forms so that the national legislative framework is in compliance with international standards.
- 2: To improve monitoring and enforcement of laws and policies related to child labour through improving the capacity of national inspection systems as well as establishing/improving child labour monitoring systems.
- 3: To build national capacity to develop, validate, adopt and implement their National Action Plans on the elimination of child labour.
- 4: To enhance implementation of national and local policies and programs and to improve social policies and programmes that will have a positive impact on child labour, such as basic education policies and programmes, vocational training, social protection services, and employment creation and poverty reduction initiatives.

### GAP11

The Global Action Programme (GAP 11) on Child Labour Issues Project aims to increase the capacity of target countries to address child and forced labour issues. GAP 11 runs from 30 September 2011 to 31 March 2017. It is funded by USDOL up to \$15,900,000. 40 countries are covered. Components include:

**Capacity building and strategic policy development** - assistance to identify and address legal and regulatory gaps in the areas of child labour and forced labour, as well as to strengthen accompanying monitoring and enforcement mechanisms.

**Research and statistics** - to improve information and statistics on child labour and forced labour, and to apply this improved knowledge base in policy design. Evidently this links to MAP and ILO strategy of using statistical information and policy analysis to guide action against child and forced labour.

**Protection of child domestic workers** – to help strengthen protection and supports a variety of awareness raising and advocacy activities for child domestic workers.

**National and multi-country research/studies** - A number of global tools and approaches being developed: an e-learning tool on child labour for labour inspectors, a global toolbox for the development and implementation of National Action Plans and a Toolkit on how better eliminate child labour in domestic work and provide protection to young domestic workers of legal working age.

## **4.8 Dealing with risks, and the likelihood of the project achieving its objectives**

82. NSOs were asked about the likelihood of the project achieving its objectives at the country level and any associated risks. Points raised are outlined below.

### **4.8.1 Risks inherent in the MAP project and how MAP is dealing with such risks**

83. During the internal review meeting in Geneva (March 30, 2016), risks associated with MAP completing its activities were discussed at length. Quality report writing was identified as a key risk amongst many NSOs. In this regard, MAP staff are providing editorial and reviewing support to NSOs. The Manual for organising and writing National Child Labour Survey Reports (NCLS) is also a significant help to NSOs as evidenced by those who commented on the Manual in discussions with the mid-term reviewer (also discussed above under 4.3. IO2: Improved information on working children, child labour)
84. At the internal review meeting, the fact that the results of the NCLS reports might face political resistance was identified as a risk, which has happened in the past for other projects. The strategy to deal with this risk is to carefully involve the ministry of labour throughout the process so that they are aware of the findings from the survey early. Ensuring that the ministry of labour validates the NCLS report is also mentioned by MAP staff as extremely important.
85. Another risk mentioned in interviews with NSOs was the national understanding of child labour amongst the enumerators who undertake the surveys. NSOs are dealing with this risk, by carefully ensuring enumerators do not overemphasise negative aspects of child labour whilst data collecting, which could aggravate respondents, who do not see anything incorrect with what they call 'children helping out'. In contrast, another issue identified is that the actual surveys on child labour do not collect data on the worst forms of child labour - hence only provide half of the story on child labour. MAP staff acknowledged this during the mid-term review meeting. MAP staff indicated that high quality representative qualitative surveys are an appropriate way to obtain data on the worst forms of child labour.
86. The actual dissemination of the NCLS report was identified by the NSOs as requiring support from MAP on a clearer strategy for dissemination (discussed above).
87. In Peru, elections recently took place. With a likely change in government, MAP is striving to get its activities completed. Until a new government is formed, little will be known about budget allocations for surveys. MAP's strategy to deal with this risk is to ensure the NCLS report is of high quality so quality is not an excuse used to ignore the report.
88. In Jamaica, the weather was identified by the NSO as possibly hindering the collection of data in time, as in April/May heavy rainfall is often experienced. However in the past two years, drought has been more of a problem, so the risk is not perceived to be too high this year.

### **4.8.2 How MAP dealt with governments who declined to implement child labour surveys**

89. The mid-term review ToRs requested a review of experiences in Morocco and Brazil, where governments declined to implement child labour survey initiatives. Other countries had to replace these countries that were initially expected to participate.
90. In **Morocco**, after intense negotiations with the High Commissioner for Planning (HCP), the government did show an interest in the introduction of a survey module on working children in 2015.

In light of this situation, and after discussing the potential alternatives with USDOL, MAP pursued the idea of implementing a NCLS in Tunisia as a request from the Ministry of Labour and Social Affairs had been received to technically and financially support a NCLS (November 2014). The MAP project conducted two missions to Tunisia, the first to discuss the essential parameters of the survey with members of the National Steering Committee (NSC) against child labour and the second to discuss the technical parameters of the survey with the national institute of statistics (INS). At that time, the INS considered that it was technically viable to undertake the survey. Their only concern was the fact that because of national legislation, they could not share the micro-data emerging from the survey. This is still an issue that the project is trying to address with the support of the Ministry of Labour and Social Affairs.

91. **Brazil** was included as one of the pre-selected countries in the bidding for the implementation of a child labour survey. The focus was to be on the shoe-sector. During consultations, the Government of Brazil rejected the possibility of undertaking this survey. After exploring different possibilities the USDOL, FUNDAMENTALS agreed on an alternative proposal – to support survey on child labour in agriculture in Paraguay.

#### **4.8.3 Sustainability, replication and scaling up of project results**

92. One key factor that is facilitating sustainability in MAP is **joint ownership of data**. Joint ownership was included in the contracts with countries participating in MAP.
93. Although better national child labour writing skills are required, MAP acknowledges that the National Statistical Officers have to feel ownership of the project. All involved in supporting the country must remember and emphasize that report and the child labour problem really ‘belongs’ to the country and a key issues is that the National Statistical Officers and the steering committee also feel ownership of this report.
94. If MAP and partners engage in dialogue process (as planned) with the government to adapt the policy appraisal process against the national policy process (in terms of timing, focus, priorities, stakeholder coalitions), rather than a brief produced from outside, there is a higher likelihood that there will be more meaningful dialogue and eventual change.
95. One of the NSOs stressed that collaborative efforts and coordination to work on the project could be strengthened among government stakeholders (CSA, Ministry of Labour, Planning Commission, Ministry of Education, Ministry of Health, Ministry of Women and Children Affairs) and ILO partners. A further question is how has MAP been engaging national statistical offices to adopt child labour questions as part of their regular data collection schedule, whether that be through national labour force surveys or other relevant household surveys. Progress is ongoing and depends on the country, for example in the case of modular surveys, El Salvador is making progress. In terms of all the stand-alone national child labour surveys, the project has been reiterating the message that in the future, governments should include the topic (or at the very least include some questions to follow-up on key indicators, such as child labour and hazardous work), into existing household surveys, such as the labour force survey or the living standards measurement survey (LSMS). Target 8.7 in the Sustainable Development Goals (SDGs) has been central to the argument that frequent surveys are required to assess the compliance of child labour elimination over time. See also Section 4.6.2 above.

## ***5. Conclusions***

96. The MAP Project is progressing adequately towards quantitative data collection and analysis on working children, child labour and hazardous work at national level in 8 countries (Malawi, Tanzania, United Republic of, Ethiopia, El Salvador, Jamaica, Peru, Armenia, and Georgia), and at sectorial level in one country (Paraguay). Work in Tunisia is currently under negotiation with a request from the government and two MAP missions already complete. Partners to work with regard to qualitative studies on children living in Roma communities have been contacted for Serbia and Azerbaijan.
97. MAP is working in close cooperation with each host government's national statistical office, ministry of labour for research design, survey implementation and data analysis. Results from interviews with NSOs, NSO questionnaire responses, (as well interview results with MAP staff) indicate that MAP is building the capacity of NSOs of host governments to conduct future data collection, research and analysis. A final evaluation of this project will determine the impact of MAP's capacity development on NSOs, although MAP staff are already tracking how NSOs are progressively improving with each survey report draft. Policy appraisals which will be elaborated by UCW, and the dialogue process that are required to develop these appraisals should serve as a catalyst in mainstreaming child labour issues into national development frameworks and policies and programmes. It is anticipated that the policy appraisals will assess the underlying factors behind child labour trends, undertake a policy mapping and identify opportunities in actions /policies /programmes that can contribute to the elimination of child labour. The focus of national capacity building regarding data collection on child labour, could also consider some issues around getting child labour issues on the national policy agenda.
98. Work on updating statistics for core indicators on children's work and education in approximately 100 countries is also progressing as planned. MAP has achieved significant results to date using effective and appropriate strategies.
99. The time frame for project implementation and the sequencing of project activities are logical and realistic, with plans for better scheduling and sequencing for the remaining life of the project, following the mid-term review meeting. MAP staff are aware of risks towards achieving the immediate objectives and overall development objective and are reacting accordingly.
100. A national child labour survey report has already been prepared for Tanzania. In most of the targeted countries, writing national child labour survey report writing is about to being in earnest. Report writing has been identified as a capacity challenge. MAP has planned ahead how it will support such report writing. The implementation process has gone smoothly, with the exception of commitment from two of the original countries of focus (Morocco and Brazil) to engage in MAP, and the slow negotiations with regard to sharing data from national child labour survey work in Tunisia. Data ownership issues outside the control of the project and ministry of labour commitment were identified as factors affecting the involvement of Morocco. Allocating more time for government approval and ensuring the right ministry is contacted (beyond the ministry of labour) was identified as a way to deal with such issues in the future.
101. Communications are excellent between participating NSOs and MAP staff. Project management immediately put in place measures to address any challenges raised by NSOs. The project will, before the end of 2016, conduct a general assessment of the current and potential usefulness of the Project Monitoring Plan and the MAP Results Framework as management tools for MAP.
102. The strategy for sustainability focuses on national level capacity development and national ownership of the national child labour survey report. Government's engaged and contributions to the national

child labour surveys have been essential to facilitating smooth implementation. Projects like MAP can have an impact in contributing to eliminating child labour by enhancing evidence on child labour and hazardous work, providing policy level linkages are strengthened. Realistically, it is rare that evidence and national survey results alone will lead to national level action, but such evidence is essential to contribute to national level influence and improve the knowledge of certain actors, and perhaps support national level actors to develop innovative ideas.

103. The strategy for sustainability will benefit from considerable focus on country level actors being very involved in defining the scope and direction of the policy aspects following the publication of the NCLS report. Depending on who promotes them, the policy appraisals and subsequent policy briefs could serve as a tool for communicating the child labour findings to national policy actors.
104. Indeed the dissemination of national child labour survey reports was identified as a challenge for NSOs. Thus once the hard work of data analysis and NCLS report completion has taken place, a major question remaining is how to disseminate and use the reports generated through MAP so that they inform national level planning and generate political interest. Linkages to local partners and stakeholders to ensure their engagement in advocacy on the issue of child labour could be thought about more. NSOs and ministry of labour officials must carefully consider how the results from NCLS or agricultural survey (in Paraguay) can be used. How can information derived from the surveys be best communicated or presented in a suitable 'language' or 'packaged' to national stakeholders. Discussing with GAP and previous ILO child labour projects that had '*evidence into policy*' focus might help in this regard. Linking with ILO communication experts may provide some advice on translating reports into useful and useable policy recommendations.
105. Hence, apart from the concentrated challenge of editing and supporting the completion of NCLS reports (which requires considerable quantitative analysis), significant and very deliberate efforts will have to be spent during the last 12 months of the project to ensure that MAP is able to influence national level policies, debates and institutions working on child labour. This requires planning on how survey results can be placed onto the national planning process agenda, using networks and publishing the results widely at that national level.
106. MAP may need to encourage all partners to consider:
  - How survey results can inform the government on what needs to be in place (e.g. legislation; enabling environments) to reduce hazardous child labour
  - What collaborations are necessary (ministries of agriculture; trade unions; other projects; other agencies).



## 6. Recommendations

107. The following recommendations outlined in Table 3 arose during discussions at the mid-term review meeting as well as through an analysis of inputs from NSOs for this review.

**Table 3: Recommendations from MAP mid-term review**

<i>Recommendation</i>	<i>Responsibility</i>	<i>When</i>
<p><b>1. Facilitating MAP oversight</b>  <i>See findings under 4.7 institutional set-up</i></p> <p>In order to ensure that MAP staff and administrative staff continue to facilitate project oversight, the MAP PI should as planned, develop a schedule of trainings and share amongst MAP staff (UCW and SIMPOC colleagues) as well as a schedule for other support to NSOs.</p> <p>Ensure adequate ILO Fundamental staff time is made available (as outlined in budget) to MAP</p>	<p>MAP PI</p> <p>ILO FUNDAMENTALS</p>	<p>By Mid-April 2016</p>
<p><i>See findings under 4.7.2 Usefulness of management tools</i></p> <p>The MAP project should organise an assessment to ensure they are implementing the Project Monitoring Plan at outcome level to assess the usefulness of these indicators and the MAP Results Framework as MAP project management tools.</p>	<p>ILO FUNDAMENTALS</p>	<p>By December 2016</p>
<p><b>2. Consider how capacity development is assessed</b>  <i>See findings under 4.2 IO1</i></p> <p>How MAP evaluates training and capacity building provided to countries should also be considered, prior to the end of the project. Consider evaluation forms used by the ILO training centre in Turin, or other standard ILO capacity development evaluation forms</p>	<p>ILO FUNDAMENTALS/UCW.</p>	<p>Prior to next planned MAP training</p>
<p><b>3. Broaden stakeholders engaged in MAP</b>  <i>See findings under 4.5. IO4</i></p> <p>To further encourage national ownership in MAP, invite high-level representatives from the relevant ministries to participate in the child labour steering committees in each country of focus. If child labour is predominately in the agriculture sector, invite a ministry of agriculture representative to sit on the steering committee early on, rather than invite them only to the launch of the report. The ministry of agriculture must feel ownership of the child labour issue.</p>	<p>ILO FUNDAMENTALS/UCW with of Geneva team with regard to ILO in-country contacts</p>	<p>Remaining life of the project</p>
<p><b>4. Plan for NCLS report dissemination and national level messages on child labour elimination</b>  <i>See findings under 4.3. IO2</i></p> <p>NSO staff may have developed excellent technical skills, but may also require support with regard to report dissemination and communications skills. Linkages to those who provide tips on dissemination and communication in-country could be discussed. Encourage and support NSOs and governments to prepare a plan for the dissemination of MAP reports and policy recommendations and other results. Consider the role of the statistical unit in promoting the survey results. If possible get advice from ILO staff specialised in communications. Alternatively,</p>	<p>MAP staff in collaboration with ministry of labour, NSOs and ILO office in-country</p>	<p>Start with Tanzania and plan for each country before the NCLS report is launched</p>

<i>Recommendation</i>	<i>Responsibility</i>	<i>When</i>
based on experiences from previous SIMPOC and UCW projects, MAP could compile some tips for disseminating child labour research results. <sup>14</sup>		
In order to ensure that linkages to broader sectoral and national action has been made, it would be important to consider different messages about child labour that can be stressed following the NSCL report publication – for instance, whether the NCLS report is to provide evidence that changes people’s minds on child labour, or bring them to the next level of understanding on child labour in the national context. Ensure that the child labour policy briefs contain messages about mainstreaming child labour into existing national plans, or other programmes being run by the government. Ensure they also include appropriate gender messages.	MAP staff in Geneva and Rome in collaboration with ILO country office (or national ILO staff if they exist) and other partner agencies	During remaining life of MAP as policy appraisal process is initiated
<b>5. Coordinate on policy appraisals</b> <i>See findings under 4.5. IO4</i>		
Once all datasets are available and the hard work of writing NCLS reports has been completed, MAP will look more at nation policy issues with regard to child labour considering whether they are effective or not. MAP (through UCW) will take a wider range of information, including other data sets available in country, analyse trends, and highlight what is complementarily between reports. It might be important to spell out more clearly how to better coordinate on policy appraisal during remaining MAP period– NSO, government, other national stakeholders, UCW, Fundamentals, ILO office in-country. Mapping those relationships in advance is important for Phase II. Prepare a theory of change for Phase II - How will the results of the survey lead to change. <sup>15</sup>	MAP staff based at UCW with support from ILO FUNDAMENTALS Geneva	Ongoing
A central concern is to ensure that these NCLS reports do not get ‘lost’. In the next phase of MAP, it will probably be necessary to really focus more on the factors and forces that influence efforts to ensure evidence feeds the policy level. To ensure how the MAP project influences national level policies, debates and institutions working on child labour, reconsider and discuss with national partners issues around the role of evidence in public policy formulation and implementation. In agreement with national NSOs, MAP should continue to explore and promote how national experts can contribute to and be involved in technical workshops provided through MAP. Such national experts may subsequently help to drive the agenda further.	MAP staff and encourage all ILO staff to disseminate this information to member states.	Ongoing
<b>6. Ensure the continuation of NCLS reports</b> <i>See findings under 4.6.2 Sustainability</i>		
ILO is gearing up to work with national governments and national agenda on their Sustainable Development Goals (SDGs) priorities. SDG implementation will be country focused or implementation will be through a national plan. MAP staff should broadcast widely SDG Target 8.7 and frequently refer to it in all discussions. Use it as central to the argument that frequent surveys are required to assess the compliance of child labour elimination over time.	MAP staff who should link to and get advice from the ILO Multilateral Cooperation, Field operations portfolio section.	Ongoing

<sup>14</sup> For example what has worked with regard to publishing summary survey results in policy briefs. Does using NSO researchers names show recognition of achievements and encourage NSO staff to disseminate further (as publicizing the research they are doing with their names will help them with their own careers).

<sup>15</sup> Mayne J (2016) may be useful to examine in terms of generic theories of change models.

Recommendation	Responsibility	When
<p><b>7. Better coordination with other ILO projects</b>  <i>See findings under Section 4.7 Institutional Set-up</i></p> <p>Information sharing is important to ensure better linkages with other projects. MAP staff can learn from successful ILO national policy related initiatives taken elsewhere. In Ethiopia a presentation on the MAP project was made to all ILO staff. Consider whether this should be done elsewhere.</p>	<p>MAP PI, CLEAR and GAP11 staff and other ILO FUNDAMENTALS projects</p> <p>Review past Child Labour projects</p>	<p>Ongoing</p>

## 7. Lessons learned and emerging good practices

### 7.1 Lessons learned regarding factors affecting project implementation (positively and negatively)

108. The following lessons learned emerged from observations from the project and the on-going progress and performance of the MAP project. These lessons learned provide both positive and negative insights on the operational effectiveness of the project. Firstly some factors that helped to build successful practice and performance are presented. These are followed by some lessons learned which should be examined and provide insights on what to pay particularly attention to during the remaining period of the project or in projects of a similar nature.

#### *Factors positively affecting project implementation include the following:*

- The technical expertise of MAP staff, in particular the excellent work of the MAP PI.
- Appropriate capacity building of NSO staff.
- The implementation agreement signed by participating countries, implied co-ownership of survey products for almost all countries (with the exemption of Malawi) and thus higher appropriation on behalf of participating NSOs (different practice to other previous SIMPOC projects). Full access to the micro data sets important in negotiations.
- Having collaboration with the ministry of labour to work with a NSO is critical. If issues arise, the ministry of labour can help to ensure activities continue smoothly. The ministry of labour also helps to explain the national legislation to the NSOs.
- The comments and inputs provided by USDOL to IPEC on TPRs and other processes positively affect the direction of MAP.
- Participating countries appreciate ILO/MAP's approaches/technical support to improve the quality of their child labour evidence products.

#### *Factors challenging project implementation include the following:*

- All the countries have some form of national legislation on children, but the legislation is not always updated. For example although there is a list of hazardous work, it may be outdated. There can be confusion with regard to hazardous work.
- Many countries may face budgetary constraints with regard to repeating a survey in the future.
- Future replication of NCLS will depend on how high the agenda child labour is amongst ministries involved and which ministries are involved. For example when child labour affects education, it there will be a strong focus in efforts to reduce child labour.
- In some countries, there is a low capacity amongst NSO staff to write NCLS reports. In some NSOs staff are too busy to write a NCLS reports. In other cases someone is hired to do this work. In many cases, the NSO do wish to write the report. The challenge with report writing is not the technical aspects, but writing, describing tables, and making an analysis. Sometimes the NSO hire someone to this. *(However, MAP staff provide comments, explain points and re-write using track changes, to build capacity).*
- Data analysis training is always required, in particular for tabulations, econometric modelling and report writing. *(MAP provide such capacity building).*
- NSO staff can have many other deadlines. For example in Ethiopia, there were delays as the government asked the CSA for urgent information on agriculture, and the CSA had to stop other data processing to answer the government's request. *(However MAP are working very closely with the NSO and respecting their deadlines).*

## 7.2 Lesson learned - Need for time to understand national structures

109. A compelling lesson learned relates to government commitment and emerges from the review of how the MAP project has been dealing with risks (section 4.8 of this report).
110. Although host government may be committed to conduct data collection and analysis on child labour, this commitment does not always translate into action on the part of governments to host the project and allow their national statistical office engage in efforts to improve data collection and analysis. The challenge appears to be translating intent into political commitment and action across all sections of a host government. There are also obstacles encountered around sharing data, which can broadcast more widely the situation of working children, a national challenge that some like to keep hidden.
111. Morocco, who was initially invited to participate in MAP, did not engage in the project. ILO-IPEC had written to the Minister of Employment and Vocational Training requesting their support for the project. Although there was to be a letter of commitment from the Ministry of Labour stating that they were interested in participating in the survey, a key issue that remained unresolved was that of survey data sharing and it was unclear who had the final decision making power with regard to the go-ahead.
112. Apart from data sharing, there is a need fully understand the organizational setup and the steps in approval protocol. In some cases approval must firstly come from the Ministry of Planning. The approval process can often take longer than anticipated.
113. A lesson learned is that if ILO apply certain processes they may help in the approval processes. ILO may have to accompany the ministry of labour to another relevant ministry such as planning or finance to explain further and outline resource implications.
114. A further lesson learned is that ILO must carefully consider whether the NSO is slightly more independent from the government or not; and apart from the ministry of labour. In all circumstances, it is necessary to consider whether the relevant ministry has been consulted.

## 7.3 Contributions from national partners - an emerging good practice

115. Contributions, both cash and in-kind from national partners is considered an emerging good practice.
116. **Casual factors:** As outlined in the lessons learned above, the implementation agreement signed by participating countries implied co-ownership of survey products for almost all countries. This process also ensured higher appropriation on behalf of participating NSOs. This factor in combination with good collaboration and communications between the ILO, the ministry of labour and the NSO were extremely important for MAP. Both these factors lead to a feeling of strong partnership, which resulted in host governments and NSOs providing contributions towards the national child labour survey work. Such contributions have already been outlined in Table 2 and include cash and in-kind contributions. This process is considered an emerging good practice and has helped ensure national ownership of MAP to date. The benefits of national contributions are expected to increase the likelihood of survey replication in the future.
117. **Measurable impact:** The percentage and ration of contributions per country can demonstrated by figures or as a percentage of total national child labour survey costs. However during the mid-term review an impact noted through interviews was the pride by which NSOs talked about the survey, and considered it their own survey. This is in contrast to discussion on a survey undertaken by an outside agency, which is a very common practice.

118. **Potential for replication:** The practice of host governments or NSOs providing contributions to the national child labour surveys can be replicated in other projects of this nature. However the casual factors included the practice of having co-ownership of survey products, and strong communications between the ILO, the ministry of labour and the NSO must firstly be in place.

## **8. Annexes**

### **Annex 1: Terms of Reference for mid-term review**

#### **Terms of Reference**

#### **For the Project Implementation Review of Global Research on Child Labor Measurement and Policy Development (MAP)”**

#### **I. BACKGROUND AND JUSTIFICATION**

1. The aim of the International Labour Organization International Programme on the Elimination of Child labour (IPEC) is the progressive elimination of child labour, especially its worst forms. IPEC is programme implemented by within the Fundamental Principles and Rights at Work branch (FUNDAMENTALS) within the Governance and Tripartism department. The political will and commitment of individual governments to address child labour - in cooperation with employers’ and workers’ organizations, non-governmental organizations and other relevant parties in society- is the basis for IPEC action.
2. The operational strategy of IPEC has over the years focused on providing support to national and local constituents and partners through their projects and activities. Such support has to the extent possible been provided in the context of national frameworks, institutions and processes that have facilitated the building of capacities to undertake child labour measurement, analysis and policy design. It has emphasized various degrees of a comprehensive approach, providing linkages between action and partners in sectors and areas of work relevant for child labour.
3. From the perspective of the ILO, the elimination of child labour is part of its work on standards and fundamental principles and rights at work. The fulfilment of these standards should guarantee decent work for all adults. In this sense the ILO provides technical assistance to its three constituents: government, workers and employers. This tripartite structure is the key characteristic of ILO cooperation and it is within this framework that the activities developed by the project should be analysed.

#### **Project background**

4. The MAP Project support focuses on: (a) quantitative data collection and analysis on working children, child labour and hazardous work at national level in 9 countries and at sectorial level in one country, while building the capacity of host governments to conduct future data collection, research and analysis in these areas in the future (Component A); and (b) updating statistics for core indicators on children's work and education in approximately 100 countries (Component B).
5. In order to increase capacity of the host governments to conduct data collection and analysis on child labour, the Project works in close cooperation with each host government's national statistical office, ministry of labour, other relevant government agencies, social partners and civil society on all project components, including research design, survey implementation and data analysis.
6. The Development Objective of the project is “Build critical knowledge and capacity for accelerating the progress against child labour in targeted countries”.
7. The project has the following four immediate objectives:
  - IO.1. Increased capacity of national statistical offices in host countries to collect and analyse nationally-representative data on working children and child labour, including the worst forms of child labour.

- IO.2. Improved information on working children, child labour and hazardous work in each target country or sector.
  - IO.3. Improved access to up-to-date, public-use statistics on core child labour and education indicators.
  - IO.4. Improved information about existing policy and programmatic frameworks to combat child labour at the national or sector level and priority areas for additional action identified.
8. Project outputs for component A include: 1) nine national child labour surveys, 2) one sector-specific child labour survey to strengthen the child labour evidence base and to provide impetus to integrating child labour indicators into regular data collection systems, 3) Ten survey reports, 4) Ten policy appraisal reports aimed at assisting governments, social partners and civil society in the development of national strategies, policies and programs to address child labour, 5) Training efforts designed to build capacity to conduct nationally representative surveys on child labour and subsequent data analysis
  9. Projects outputs for component B include: 1) Generating and updating country statistics for core children's work, child labour and education indicators in countries for which new datasets are available during the period of the project, and 2) Inter-agency dialogue involving IPEC, UNICEF, World Bank, UCW and other concerned groups aimed at promoting progress towards harmonizing information collected on child labour and towards standardized indicators.
  10. The project work in the following countries: Jamaica, Paraguay, Peru, El Salvador, Malawi, Tanzania, Ethiopia, Tunisia, Armenia, Georgia, Serbia and Azerbaijan
  11. The project up to January 2016 has achieved the following results:
    1. 9 countries with survey implementation agreements in place
    2. 9 countries and 111 staff of National Statistical Offices (NSO), Ministries of Labour and other institutions trained in survey design, data collection and data analysis
    3. 8 countries have already conducted data collection
    4. 1 policy appraisal developed or started
    5. 2 thematic studies started on child labour among children living in Roma communities
    6. Interactive tools designed to support the procedures for sample design; sample selection, sample weights and sampling errors arising from the use of probabilistic samples developed have been developed and are publicly available in SIMPOC Web-site at:  
[http://www.ilo.org/ipec/ChildlabourstatisticsSIMPOC/Manuals/WCMS\\_304559/lang--en/index.htm](http://www.ilo.org/ipec/ChildlabourstatisticsSIMPOC/Manuals/WCMS_304559/lang--en/index.htm)
    7. Manual for the elaboration of National Child Labour Survey Reports developed and distributed in draft format among NSO for the elaboration of NCLS reports.

### **Background to the project implementation review**

12. ILO considers evaluation as an integral part of the implementation of technical cooperation activities. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures.
13. The project document states that there will be an internal mid-term implementation review (IR) and an external independent final evaluation of the project.



14. As per ILO evaluation policy, the IR is managed directly by the project coordinator with technical support from the FUNDAMENTALS evaluation officer.
15. The present Terms of Reference are based on inputs from project team and on standard issues to be covered by a project review facilitated by an external facilitator. This draft version will be shared with the donor and project team for their feedback.

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## **II. II. SCOPE AND PURPOSE**

16. The scope of the review will be to assess the on-going progress and performance of the Global Research on Child Labour Measurement and Policy Development (MAP) project. The Mid-term Internal Review (IR) will consist of a thorough assessment by the project team, facilitated by the external facilitator, focusing on progress to date, the implementation of project activities, and to examine the likelihood of the Project achieving its objectives and targets. The review will use monitoring information already available, such as the Performance Monitoring Plan, Work Plan and Technical Progress Reports.
17. The IR will review the following areas of project design, implementation, outputs and sustainability and make recommendations for the remaining period of the project that will improve delivery of outputs and sustainability of expected outcomes:
  - Analyse implementation strategies for their appropriateness and potential effectiveness in achieving the project objectives;
  - Review the technical and institutional capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools, and work plans
  - Assess the implementation of the project so far including the delivery rate of funds and project outputs to date. Identify factors affecting project implementation (positively and negatively) and discuss how project results can be maximised. This process may identify intended (i.e. planned) and unintended results, thus far, in terms of outputs and outcomes.
  - Examine the likelihood of the project achieving its objectives and if necessary propose revisions to the expected level of achievement of the objectives;
  - Review the strategies for sustainability and replication and scaling up of project results
  - Reach consensus on the way forward during the stakeholder meeting.
18. The IR brings the project team together to examine and assess the areas identified above. If it is agreed that changes are required to the strategy or to the implementation process and timetable based on the review of experience to date, these revised strategies and schedules should be based on a common understanding among the stakeholders of the way forwards (i.e. project team and USDOL).
19. The role of the external facilitator is, to identify areas where project strategies need to be reassessed and/or modified in the project team meeting and to facilitate the discussion to reach a consensus on the way forwards. The external facilitator will also provide input and further analysis based on their perspective and their overall findings.
20. The results will be used by national stakeholders, FUNDAMENTALS and USDOL to adjust strategies of the project.

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## **III. SUGGESTED ASPECTS TO BE ADDRESSED**

21. Based on prior analysis, suggested aspects for the review to consider have been identified. These are presented in Annex 1. Other aspects can be added as identified by the review consultant in accordance with given purpose and in consultation with the Project coordinator and FUNDAMENTALS evaluation officer.

22. One of the tasks for the IR facilitator, as presented in more detail in the methodology section, is to decide which ones, based on the information available and the current status of the project, are the most important aspects to address during the workshop in order to achieve the purpose of the review. The selected aspects will need to be formulated into appropriate questions to facilitate discussion in order to clarify current status, discuss critical issues and reach consensus on the way forwards.

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#### **IV. EXPECTED OUTPUTS OF REVIEW**

23. The facilitator will produce a background report based on initial desk review and interviews to serve as the basis for the discussions in the project review meeting.
24. At the end of the workshop a project review report will be prepared by the facilitator based on the outcome of the stakeholder discussions and agreement.
25. The draft report should be presented to the MAP project coordinator one week after the project review workshop. After a methodological review by the evaluation officer and the MAP project coordinator, the report will be circulated to all relevant stakeholders for their comments. The comments will be consolidated by the MAP project coordinator and forwarded to the consultant. The review consultant should consider the comments in the final version of the report.
26. The review report should not exceed 25 pages in length (excluding annexes). The structure of the report must follow the following general outline:
1. Executive Summary with key findings, conclusions and recommendations.
  2. Background (including description of the project and review methodology).
  3. Methodology (and limitations).
  4. Results from discussions on key issues associated with key questions.
  5. Conclusions.
  6. Recommendations.
  7. Lessons learned and emerging good practices.
  8. Appropriate annexes including TOR, schedule of interviews and workshop and list of people interviewed and the background report listed under point #23.
27. The report should also, as appropriate, include specific and detailed recommendations by the external facilitator (indicating explicitly when recommendations come from the stakeholders or from the consultant) based on the analysis of project review responses. All recommendations should be addressed specifically to the organization/institution responsible for implementing it.
28. The report should also include a specific section on lessons learned and potential practices on what could be replicated or should be avoided.
29. Ownership of data from the review rests jointly with ILO-FUNDAMENTALS and the consultant. The copyright of the review report will rest exclusively within the ILO. Use of the data for publication and other presentations can only be made with the written agreement of ILO-FUNDAMENTALS. Key stakeholders can make appropriate use of the review report in line with the original purpose and with appropriate acknowledgement.

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#### **V. PROPOSED REVIEW METHODOLOGY**

30. The following is the suggested methodology for the project review. The methodology can be adjusted by the facilitator if unforeseen limitations arise and in accordance with the scope and purpose of the review. This should be done in consultation with the project coordinator and the FUNDAMENTALS evaluation officer and documented in the IR report.

31. The review should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; the ILO Policy Guidelines for Results-Based Evaluations 2012 ([http://www.ilo.org/eval/Evaluationguidance/WCMS\\_168289/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_168289/lang--en/index.htm)) the specific ILO-IPEC Guidelines and Notes; the UN Evaluation Group Norms and Standards, Ethical Guidelines, Code of Conduct; and the OECD/DAC Evaluation Quality Standard.
32. Gender concerns should be addressed in accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of projects” [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm). All data should be sex-disaggregated and different needs of women and men and of marginalized groups targeted by the programme should be considered throughout the review process.

## **Approach**

33. The Review approach will be qualitative and participatory in nature; information will be primarily obtained through document reviews and internal scoping, as well as through a “project review meeting” with stakeholders. The participatory nature of the Review will contribute to a sense of ownership among stakeholders. Any quantitative data will be drawn from the budget, and project reports (such as TPRs, and research reports) to the extent that it is available and incorporated in the analysis. Methods of data collection and stakeholder perspectives will be triangulated for as many as possible of the Review questions.

## **The following elements are the proposed methodology**

### I. Document Review and internal scoping

34. The facilitator will review the project document, work plans, project monitoring plans, progress reports, and other documents that were produced through the project. In addition, the facilitator will conduct electronic or telephone interviews with selected stakeholders such as officers from the National Statistical Offices of targeted countries and the donor.
35. The interviews will include 5 core countries based on current developments (Armenia, Ethiopia, Georgia, Jamaica and Tanzania). It can be relevant to have interviews with at least one of the Latin American target countries (El Salvador, Paraguay and Peru).
36. Based on the areas listed under the Purpose section, the list of suggested aspects above, the document review, the briefings and interviews; the facilitator will identify key issues for discussion during the project review.

### II. Background Report and Project Review Meeting Programme

37. A background report will be prepared by the review consultant. The content of the Background Report will include:
  - Achievements so far of the Project as documented.
  - Summary of the key findings based on the purpose of the review, the suggested aspects to address and the initial scoping by the external facilitator.
  - Questions and issues identified for discussion at the review meeting.
38. The facilitator will present the Background Report to the Project director, along with a tentative proposed agenda for the review meeting.

### III. Stakeholder Project Review Meeting

39. The project review will be conducted with participation of the project team, including the project coordinator and UCW, and potentially FUNDAMENTALS specialists, national stakeholders and donor representatives (through Skype/phone/VC).

40. This Project Review Meeting will incorporate a degree of flexibility to maintain a sense of ownership of the stakeholders, allowing additional questions to be posed that are not included in the ToR, whilst ensuring that key information requirements are met.

#### IV. Review Report

41. Based on the background report and the inputs from the key stakeholders' discussions during the review meeting, the facilitator will draft the review report. The draft report will be sent to the project coordinator that will forward it to participants in the review (including the evaluation officer of FUNDAMENTALS) and the donor for their inputs/comments to the report. Then, with support of the FUNDAMENTALS evaluation officer, the comments will be consolidated and forwarded to the consultant for consideration in finalizing the draft report.

42. The consultant will finalize the report, taking into consideration the stakeholder comments.

#### V. Follow-up Meeting with Internal Key Stakeholders

43. The project CTA will be responsible to respond to the IR conclusions and recommendations in terms of budgets, work plan and any change that has been suggested by the review meeting.

#### **Profile of the MTR facilitator**

44. The project review will be carried out by a consultant with extensive experience in the evaluation of development or social interventions, preferably including research and advocacy projects on child labour with multi country experience. Full command of English required and Spanish working languages preferred. The profile and responsibilities for the review consultant are found in the table below.

Project Review Facilitator	
Responsibility	Profile
<ul style="list-style-type: none"> <li>Review the project documents</li> <li>Conduct interviews</li> <li>Prepare a background report for discussion at the stakeholder meeting</li> <li>Facilitate project review meeting</li> <li>Draft the review report</li> <li>Finalize the review report taking into consideration the comments of stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Extensive experience of facilitating stakeholder meetings</li> <li>Good workshop process and consensus building skills</li> <li>Development experience</li> <li>Ability to write concisely in English</li> <li>Experience and knowledge of evaluation, programme and project management</li> <li>Experience with work at policy level and in multi-sectorial and multi-partner environment, including use of research</li> </ul>

45. The following is the timetable for the review exercise:

Activity	Dates	Duration	Responsible
Briefing, desk review, internal briefings, development of draft background paper and agenda for the meeting	14-29 March	7	Consultant with project support
Meetings with key stakeholders, finalize background paper, facilitate stakeholder review meeting, debriefing.	30 March	1	Consultant
Prepare draft review report	4-8 April	5	Consultant
Circulate draft report to stakeholders & consolidate comments	11-22 April	10	Project director
Finalize review report taking into views the consolidated comments	25 April	1	Project coordinator/Consultant

46. The total number of working days for the consultant is 14 days.

## Sources of Information and consultations/meetings

### 47. Sources of Information

Available in project office and to be supplied by project management	Project document Technical progress reports/status reports Project monitoring plan Activities reports Studies and research undertaken Project files
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### 48. Consultations/meetings will be held with:

- Project management and staff.
- ILO/HQ technical specialists.
- Implementing partner agencies, in particular National Statistical Offices.
- USDOL (by telephone if not attending personally).

### 49. Final Report Submission Procedure

- The review consultant will submit a draft review report to the project director.
- The project director will forward a copy to key stakeholders for comments on factual issues and for clarifications.
- He then will consolidate the comments and send these to the review consultant.
- The final report is submitted to the project director by the facilitator who will then officially forward it to relevant stakeholders, including the donor.

## VI. RESOURCES AND MANAGEMENT

### Resources

#### 50. The following resources are required:

- Consultant fees for 14 work days.
- Travel to Geneva for 2 days as per ILO rules and regulations if applicable.
- Costs associated with the project review meetings.

### Management

51. The review consultant will report to project director and should discuss any technical and methodological matters with him and the FUNDAMENTALS evaluation specialist.

### Suggested aspects for the review to consider

#### Design

- Assess if it took into account the institutional arrangements, roles, capacity and commitment of stakeholders.
- To what extent were external factors and assumptions identified at the time of design? Have these underlying assumptions on which the project has been based proven to be true?

- Assess whether the problems and needs were adequately analysed and determine whether the needs, constraints, resources and access to project services of the different beneficiaries were clearly identified, taking gender issues into concern.
- Are the time frame for project implementation and the sequencing of project activities logical and realistic?
- Is the strategy for sustainability of project results defined clearly at the design stage of the project?
- Were the objectives of the project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (including human resources)?

### **Implementation and Achievement**

- What are the results achieved to date within each immediate objective?
- What are the possible changes in project strategy or implementation that are needed, if any, in order to achieve the project objectives;
- Have there been any unforeseen results that may require adjustments to project strategies?
- Are project partners (in particular National Statistical Offices) able to fulfil the roles expected in the project strategy? Are there any capacity challenges?
- Is the appropriate training and guidance provided to project partners (in particular to National Statistical Offices) by the project? Other areas that needs to be covered?
- How did positive and negative factors outside of the control of the project affect project implementation and project objectives and how did the project deal with these external factors?
- Assess the implementation process, have been any significant delays in implementation and to the sequencing of events? If so, how could any such delays be avoided in the future, if not there are emergent good practices to consider?
- Have measures been adopted by the Project Management to overcome any constraints to implementation?
- Which linkages have been made with ILO projects (such as GAP11 and CLEAR) and with other projects linked to the thematic?
- What are the current challenges that the Project is facing in the implementation of the project and what efforts are made to overcome these challenges?

### **Enabling environment (Capacity Building)**

- How government's engagement has contributed to facilitate project implementation?
- How effective has the project been at stimulating interest and participation in the project at national level?
- How effectively has the project leveraged resources (e.g., by collaborating with non-IPEC initiatives and other projects)?
- Examine how the ILO/IPEC project interacted and possibly influenced national level policies, debates and institutions working on child labour.

### **Relevance**

- Is the strategy and approach of the project still relevant? How is the strategy being implemented and coordinated? Have there been any changes in strategies?
- Are the project's original assumptions related to each of its Immediate Objectives (IO) still valid?
- Are the project's Indicators and Means of Verification still appropriate?

### **Sustainability**

- How can be expected that the results of the project can be sustained and further used? What is the current effort towards that? What are the measures and processes adopted?
- Has national ownership been promoted? Are the linkages to broader sectorial and national action been made?
- Is the phase-out strategy for the project in place and under implementation? Is sufficiently clearly articulated and progress made towards this goal?

- How has the project been engaging national statistical offices to adopt child labour questions as part of their regular data collection schedule, whether that be through national labour force surveys or other relevant household surveys?

**Specific Aspects to be addressed**

- Review staffing plan to see if additional administrative staff would have facilitated project oversight.
- Review experiences of Morocco and Brazil, where governments declined to implement child labour survey initiatives and had to be replaced by other countries.
- Review survey budgeting process (resources allocated during project design vs. survey actual costs). How can the budgeting process can be improved?

## **Annex 2: Questions sent to countries**

Below are the open-ended survey questions sent out to 6 countries for this mid-term review. Responses and interviews came from the NSOs in Armenia, Georgia, Jamaica, Tanzania and Paraguay and Ethiopia.

1. How are you finding the MAP project? What, in your view, have been the achievements so far?
2. Do you think that the project is progressing smoothly to date? If so, what factors are contributing to any positive aspects of the project to date (for example technical support, effective oversight, technical training, and overall features of any implementation support provided by IPEC)? Can you identify any practices that you think were well implemented?
3. Are there any bottlenecks or limitations experienced to date, why? What was the cause of delays or bottlenecks? Any suggestions to overcome limitations?
4. More generally, what factors/ aspects can ensure that a project just as this progresses well?
5. How do you think the statistical agency has assumed ownership of the project? How can ownership of the project be demonstrated? Or improved?
6. Do you think an adequate system of child labour statistics can become a regular and integral part of statistical programmes in the future? Or do you think the NSS could replicate a National child labour survey in the future? Why or why not?
7. Overall do you think that the capacity of the national statistical agency or the Ministry of Labour have been reinforced through the project to date? How did you find the training provided through the project?
8. In your country, what do you think are the most important aspects of a policy brief that will help to influence policy makers?
9. Do you think it is likely that your office will be able to deliver the expected outputs (dataset, or national child labour survey report) for the agreed timeframe?
10. Do you have any suggestions for the Project Team as the project moves forward? Are there any issues you think should be discussed at a forthcoming MAP project review meeting at ILO?



### Annex 3: Summary of country progress to date

The following table 3 outlines achievements/Progress of ILO-IPEC-SIMPOC MAP project countries (to April 11 2016). This table was built, based on notes from the Technical Progress Reports, discussions with the MAP PI, and some interviews with NSOs.

**Table 4: Summary of progress in NCLS reports**

<i>Sample size households</i>	<i>First training (CL survey concepts)</i>	<i>Second training (NCLS reports)</i>	<i>Update</i>	<i>Notes</i>	<i>Final NCLS report expected</i>
<b>Georgia</b>					
<i>Geostat using Georgia Population Census 2014</i>	End August 2015, 12 officials trained		NSO Geostat delivered a status report on delivery to date (national data set to be soon completed?). Expecting Georgia report before October 2016	Efficient NSO. Very specific/precise technical support required e.g. tabulation plans	From April-Sept 2016 NCLS report to be elaborated public dissemination of results will be at an official event in October 2016.
<b>Armenia</b>					
<i>No updated sampling frame for Armenia (last census 2011). 6,500 households in survey</i>	15 official from NSS and MoL trained 26/27 May 2015	March 23/24 2016	April 2015 agreement signed for stand-alone NCLS Week of March 14 2016, NSS delivered a dataset to IPEC. March 23/24 MAP PI is training staff of NSS on writing the NCLS report Field work completed.	Due to administration systems, NGO, the International Center of Human Development (ICHD) is involved (bidding process). ICHD provide logistical support. NSS undertake survey work. NSS faced challenges in identification of the target population attributable to the demographic transition	Draft end of June 2016
<b>Jamaica</b>					
<i>8,820 in 14 parishes</i>	Jan 2016		STATIN = Statistical Unit. The first training only recently took place (Jan 16). The sample size was expanded from 4,000 to 8,820 households. STATIN already sent the questionnaires... and the sampling design. Data will be collected over 3 months between April and May 2016.	One of the last MAP contracts to be signed (November 2015). The Minister of Labour attended the first training.	The NCLS report should be ready next year (2017)
<b>Ethiopia</b>					
<i>24,000</i>		Nov 2015 Rome	Feb 2015 contract with CSA signed. Technical support during data collection phase. Week of March 14 2016 delivered the dataset to IPEC. IPEC making minor suggestions to dataset then Ethiopia will go ahead with the National	MoLSA constituted a Technical Committee of the Survey (TCS) to accompany the survey process, including CSA, EEO, and Confederation of ETU. Early	Final report due in May-June 2016

<i>Sample size households</i>	<i>First training (CL survey concepts)</i>	<i>Second training (NCLS reports)</i>	<i>Update</i>	<i>Notes</i>	<i>Final NCLS report expected</i>
			Child Labour Survey report as they already received training in November 2015 in Rome.	negotiation around budget and data accessibility (complex). Govt. of Ethiopia intends to cover 19% of budget (120,000).	
<b>Paraguay</b>					
			The focus is on the agricultural sector in Paraguay. March 2015 contract with DGEEC signed. Due to approval process, Consultant, hired to support data collection in Aug-Sept 2015, and support cleaning data and elaboration of report. Nearly at final version of dataset Currently working on validation of database of the survey	Consultant previous worked on USDOL projects	
<b>El Salvador</b>					
24,875	No need	Planned	DIGESTYC= national statistical office, using the multi-purpose household survey Encuesta de Hogares por Muestreo (EHPM) Multi served as the instrument to measure CL since 2005 it is high quality. In 2014 was measuring multidimensional poverty – so waited until 2015 to include additional CL questions. Survey took place throughout 2015. End of May 2016 final dataset expected to be ready.	Competent NSO. Has received multiple trainings for UCW and IPEC. No need to provide CL training as have received so many. Will get additional capacity development on report writing. USDOL agreed to replace the policy appraisal in El Salvador with a policy appraisal on measuring children's occupational injuries. Challenging security conditions in El Salvador.  Additional resources used to expand the sample size and revise the questionnaire in order to provide hazardous work... one of the problems with surveys generally is level of disaggregation... decentralized way of policy, but survey doesn't match.	Final NCLS published by June 2016.

<i>Sample size households</i>	<i>First training (CL survey concepts)</i>	<i>Second training (NCLS reports)</i>	<i>Update</i>	<i>Notes</i>	<i>Final NCLS report expected</i>
<b>Malawi</b>					
8000	10-12 Feb 2015 12 NSO, MoL and M of Ag staff trained	Nov 2015 Rome	17 Feb 2015 contract signed. Sept 2015 – Dec 2015 data collection. 75 days of data collection in total. Malawi delivered data week March 14 <sup>th</sup> 2016. IPEC currently analysing data to (consistency check). The NCLS report will take time.	Slow progress. Issues around budget	August 2016 CL report expected to be completed and disseminated
<b>Tanzania</b>					
2880 hh in each of 4 quarters	11-13 May 2015 Morogoro	Nov 2015 Rome	CL module in 2014 funded by ILO attached to the Integrated Labour Force Survey. Dataset. Have shared data with UCW. Half of Child Labour Survey report done. Waiting for final version. IPEC will send it to a graphic designer. Good progress has been made in writing the NCLS report, which is now in final stages of incorporating minor editorial comments. Data entry and validation for the NCLS dataset were already completed.	Existing IPEC project in Tanzania. A comparable CL module was explored in remaining quarter of ILFS. Increased sample size and provided representative results at the regional level, and ensure overall CL results are less sensitive to seasonal patterns. Most advanced National Child Labour Survey report. In principle UCW/Tanzania should be starting the policy appraisal.	All outputs will be delivered before 30 <sup>th</sup> April 2016 as per the requirements of Contacts for Statistical Services between NBS and ILO.
<b>Peru</b>					
	Aug 2016 15 officials from INEI, M of L & technical experts.		August 17 2015 NSO or INEI signed agreement for a stand-alone NCLS. Co-finance of 50% of NCLS. Data collection was to conclude at the end of Nov 2015. Was dataset delivered to ILO by March 2016?	Weather affects window for data collection (El Nino).	NCLS report expected by July 2016
<b>Tunisia</b>					
			Last country – late (after Morocco negotiations). Initially sample size for budget size was too large but reached agreement on budget after long negotiations. M of L agreed to contribute to survey (vehicles). However the issue of data access policy is still under negotiations. Expect answer in by early April 2016.		

<i>Sample size households</i>	<i>First training (CL survey concepts)</i>	<i>Second training (NCLS reports)</i>	<i>Update</i>	<i>Notes</i>	<i>Final NCLS report expected</i>
<i>Morocco</i>					
60,000			Discussions around including CL module in 2015 LF survey. Sharing of data an issue for Govt of Morocco. HCP did not accept the introduction of a module on working children in 2015 and did not offer a clear alternative in for the short term.	During review, find out more about lessons learned from experience of negotiations with Morocco	

#### Annex 4: List of those interviewed prior to the mid-term review meeting

Below is a list of those contacted in March 2016, prior MAP internal mid-term review meeting.

1	<p><b>Georgia (GEOSTAT)</b> tengiz tsekvava <a href="mailto:tsekvava@geostat.ge">tsekvava@geostat.ge</a> Tengiz Tsekvava <a href="mailto:tsekvava@gmail.com">tsekvava@gmail.com</a>  Deputy Executive Director  National Statistics Office of Georgia (GEOSTAT)  30, Tsothe Dadiani street  Tbilisi 0180, Georgia  Tel.: (+995 32) 2367210 ext. 003  Fax: (+995 32) 2367213  Email: <a href="mailto:tsekvava@geostat.ge">tsekvava@geostat.ge</a></p>
2	<p><b>Armenia</b> (National Statistical Service - NSS) à Ms. Lusine Kalantaryan <a href="mailto:kalantaryan@armstat.am">kalantaryan@armstat.am</a></p>
3	<p><b>Armenia</b> (IChD) à Mr. Paruyr Amirjanyan <a href="mailto:pamirjanyan@ichd.org">pamirjanyan@ichd.org</a></p>
4	<p><b>Jamaica</b> (STATIN) à Mr. Douglas Forbes <a href="mailto:dforbes@statinja.gov.jm">dforbes@statinja.gov.jm</a>  Douglas Forbes  Director, Survey's Division  <b>STATISTICAL INSTITUTE OF JAMAICA</b>  7 Cecelio Ave., Kingston 10, Jamaica  Tel.: (876) 630-1724; Fax: (876) 926-1138</p>
5	<p><b>Paraguay</b> (Claudina – consultant for Paraguay) à Claudina Zavattiero [<a href="mailto:claudinaz@hotmail.com">mailto:claudinaz@hotmail.com</a>]</p>
6	<p><b>Tanzania</b> National Bureau of Statistics (NBS) à Ruth Minja <a href="mailto:ruth.minja@yahoo.com">ruth.minja@yahoo.com</a></p>
7	<p><b>Tanzania</b> Hashim Njowe.  Statistician  Dept. of Labour and Price  National Bureau of Statistics, -Tanzania.</p>
8	<p><b>Ethiopia</b> (Central Statistical Agency) Teshome Adno <a href="mailto:teshomeadno@yhaoo.com">teshomeadno@yhaoo.com</a>  <a href="mailto:teshomeadno@yahoo.com">teshomeadno@yahoo.com</a>  and</p>
9	<p>Alemayehu Teferi  Household Surveys and Price Statistics Directorate Director  Central Statistical Agency of Ethiopia (CSA)  P.o. Box 1143  email: <a href="mailto:alemteferig@gmail.com">alemteferig@gmail.com</a>  Mobile: +251922397174  Addis Ababa, Ethiopia</p>
	<p><b>ILO</b></p>
10	<p>Federico Blanco PI IPEC</p>
11	<p>Marie Ndiaye (ILO MAP staff supporting survey activities in African countries) à <a href="mailto:ndiyema@ilo.org">ndiyema@ilo.org</a> marsecnd</p>
12	<p>Michaelle De Cock (ILO FUNDAMENTALS colleague: <a href="mailto:decock@ilo.org">decock@ilo.org</a>)</p>
	<p>Bijoy Raychaudhuri (ILO FUNDAMENTALS colleague: Bijoy helped me as well with some of the NSO trainings). à <a href="mailto:raychaudhuri@ilo.org">raychaudhuri@ilo.org</a></p>
	<p><b>UCW</b></p>
13	<p>Lorenzo Guarcello (UCW MAP staff) à <a href="mailto:guarcello@ilo.org">guarcello@ilo.org</a></p>

	<b>USDOL:</b>
14	Faulkner, Tina - ILAB <a href="mailto:Faulkner.Tina@dol.gov">Faulkner.Tina@dol.gov</a>
15	Charita L. Castro, PhD, MSWILAB <a href="mailto:Castro.Charita.L@dol.gov">Castro.Charita.L@dol.gov</a> ; Chief, Division of Research and Policy Office of Child Labor, Forced Labor, and Human Trafficking Bureau of International Labor Affairs US Department of Labor 200 Constitution Avenue, NW, S-5317 Washington, DC 20210 ((202)693-4844   * <a href="mailto:castro.charita.l@dol.gov">castro.charita.l@dol.gov</a>   4 (202)693-4830
16	Pancio, Kristen E - ILAB" <Pancio.Kristen.E@dol.gov
17	Huang, Carolyn - ILAB" <Huang.Carolyn@dol.gov

## Annex 5: List of those who attended the mid-term review meeting in Geneva

Attendees at mid-term review meeting, Geneva, March 30 2016

Name	Title	E-mail
Azfar Khan	Head of the Research and Evaluation Unit (FUNDAMENTALS)	<a href="mailto:khan@ilo.org">khan@ilo.org</a>
Hervé Berger	Head of Solutions and Innovation Unit (FUNDAMENTALS)	<a href="mailto:bergerh@ilo.org">bergerh@ilo.org</a>
Lorenzo Guarcello	Researcher in Statistics and Empirical Analysis of the MAP Project (FUNDAMENTALS)	<a href="mailto:guarcello@ilo.org">guarcello@ilo.org</a>
Ricardo Furman	Senior Evaluation Officer (FUNDAMENTALS)	<a href="mailto:furman@ilo.org">furman@ilo.org</a>
Gurchaten Sandhu (Nanoo)	Programme Support Officer (FUNDAMENTALS)	<a href="mailto:sandhu@ilo.org">sandhu@ilo.org</a>
Bijoy Raychaudhuri	Senior Statistician (FUNDAMENTALS)	<a href="mailto:rbijoy@hotmail.com">rbijoy@hotmail.com</a>
Wahidur Rahman	Project Director CLEAR Global Project (FUNDAMENTALS)	<a href="mailto:rahman@ilo.org">rahman@ilo.org</a>
Federico Blanco	Project Coordinator and Principal Investigator of the MAP Project (FUNDAMENTALS)	<a href="mailto:blanco@ilo.org">blanco@ilo.org</a>
Michaëlle De Cock	Senior Statistician (FUNDAMENTALS)	<a href="mailto:decock@ilo.org">decock@ilo.org</a>
Marie Ndiaye	African Regional Statistical of the MAP Project (FUNDAMENTALS)	<a href="mailto:ndiyema@ilo.org">ndiyema@ilo.org</a>

## Annex 6: PowerPoint for the mid-term review meeting

**Mid-Term Review (MTR) of the  
MAP project.  
30/03/2016,  
ILO Geneva, room 5:11**

Una Murray

### Agenda

Hour	Topic
9:30am-10:30am	Presentation of the MTR methodology and main findings: participation of FUNDAMENTALS management
<b>Break</b>	
11:00am-1:00pm	Discussion of first set of questions for internal review meeting
<b>Lunch</b>	
2:00pm-3:00pm	Discussion of the second set of questions for internal review meeting
<b>Break</b>	
3:30pm-4:30pm	Conclusions and next steps: synergies with other projects. Participation of CLEAR management. <b>Other issues?</b>

### Objectives of this meeting...

- To discuss some of the **positive aspects** of MAP that has facilitated work to date
- To **set the stage** for future work
- To discuss **resources** needed to ensure MAP continues & finishes with good outcomes
- To **collaborate** on how to ensure **good quality & speedily developed products** & outputs - development objective
- Other?


### Methodology for MTR



- **Project documents review**
- Set of open ended questions to 6 countries
  - NSOs in: Georgia, Armenia, Jamaica, Ethiopia, Tanzania
  - Paraguay consultant.
- NSO Interviews:
  - Georgia (Geostat)
  - Armenia (NSS along with the director of ICHD)
  - Jamaica (STATIN)
  - Tanzania (NBS).

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### Methodology



- Skype/phone calls with:
  - MAP PI
  - 3 IPEC staff (one based in Addis)
  - 1 UCW staff member



A conference call with 4 USDOL officials.

**To date:** discussions with 13 persons and questionnaire responses from 6 countries

5

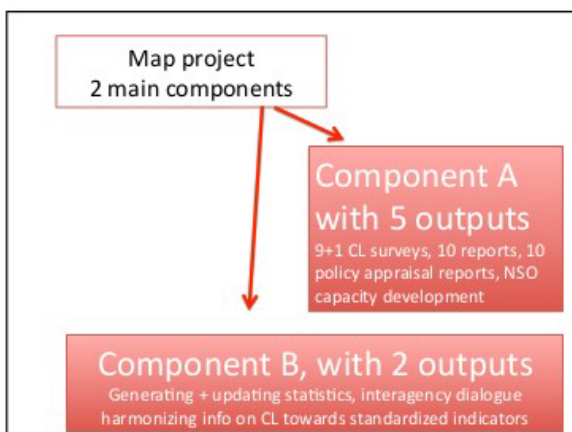
### Methodology

- Summarised 6 questionnaire responses/ interviews/doc review
- Drafted background questions / draft report for review meeting (discussion /validation)

6





**Results**

*Good news!*


- 8 countries **completed survey field-work**
  - Armenia, El Salvador, Ethiopia, Georgia, Malawi, Paraguay, Peru & Tanzania
- 6 sent a preliminary /final version of dataset to ILO
  - Armenia, Ethiopia, Malawi, Paraguay, Peru & Tanzania.
- **A significant achievement is sharing of these datasets**
- 2 more datasets due:
  - NCLS in **Georgia** to be shared 1<sup>st</sup> week April 2016
  - **El Salvador** June 2016
- **Jamaica** now beginning data collection.
- **Tunisia** was a late participant in MAP

**Results**

- 9 countries & at least 111 NSO staff (& MoL, other staff) trained in survey design, data collection
  - Jamaica, Peru, Paraguay, Malawi, Ethiopia, Tanzania, Armenia & Georgia
- Trained in data analysis
  - Armenia, Tanzania, Malawi & Ethiopia.
- 1 policy appraisal started
  - Tanzania
- 2 thematic studies started on children living in Roma communities
  - Serbia and Azerbaijan

**More results...**

- Interactive tools developed /available on SIMPOC website
  - to support the procedures for sample design; sample selection, sample weights & sampling errors arising from the use of probabilistic samples



- A Manual for the elaboration of NCLS Reports
  - distributed in draft format among NSO

**Results- Component B**

- Child labour indicators updated for X number of countries by UCW
- UCW database reformulation process underway with new indicators defined
  - more than 300 datasets will be re-analysed to provide better statistics.

**Positive factors affecting implementation**

- Technical expertise of MAP staff, many mentioned excellent work of the PI
- Appropriate capacity building of NSO staff
- The cooperative agreement signed by participating countries, implied co-ownership of survey products for almost all countries
  - (with the exemption of Malawi)
- Full access to micro data sets important in negotiations.

### Positive factors affecting implementation

- Collaboration with the ministry of labour to work with a NSO = critical.
  - If issues arise, MoL can help to ensure activities continue smoothly – can explain the national legislation to NSOs.
- The comments /inputs provided by USDOL to IPEC on TPRs + other processes positively affect the direction of MAP
- Participating countries appreciate IPEC's approaches/technical support to improve the quality of their child labour evidence products.

### Positive factors affecting implementation

- Rapid & effective & informal communication between NSO and MAP
- Commitment of NSOs – answers their technical needs.

### Challenging factors affecting implementation

- **National legislation on children not always updated.**
  - E.g. outdated hazardous work list or be confusion with regard to hazardous work.
- **Capacity to write NCLS reports:**
  - Low capacity
  - Hiring someone outside
  - Time to write report
  - Describing tables, making an analysis, rather than technical aspects

To build capacity, IPEC provide comments, explain points & re-write using track changes

### Challenging factors affecting implementation

- **Data analysis training always required:**
  - for tabulations,
  - econometric modelling
  - report writing.
- **NSO staff have many other deadlines.**
  - E.g. Ethiopia request for ag info, CSA had to stop other data processing

MAP provide such capacity building.

### Sustainability - future replication of surveys

- Many countries face budgetary constraints.
- Depends on these results
- Depends on how high the agenda child labour is amongst ministries involved
- Depends on which ministries are involved e.g. if affects education, it there will be a strong efforts

Questions for discussion at Mid-term review meeting organised by: each of **4 immediate objectives** followed **by topic**

**IO.1. Increased capacity of national statistical offices to collect and analyse nationally-representative data on working children and child labour, including the WFCL**

Two trainings provided

- All countries interviewed for the internal mid-term review really appreciated the training provided by IPEC, and many praised the technical quality and the way the training responded to country specific needs.
- Capacity building with NSOs described as a two-way process by one interviewee.
- Workshop in Rome Nov 2015 (Tanz, Malawi, Eth) reported as very useful.
- Exchange between countries also helpful.

**IO.1. Increased capacity of national statistical offices to collect and analyse nationally-representative data on working children and child labour, including the WFCL**

- NCLS Manual developed & shared with
  - Tanzania, Ethiopia Malawi, Georgia, Armenia
- Those asked found manual useful
  - Specific comments from Tanzania
- Interactive tools to support survey procedures

**Discussion questions:  
IO.1 capacity**

- How does IPEC/UCW evaluate training and capacity building provided to countries?
- Can a follow-up evaluation form be sent?
- How can future training needs, (such as regression analysis training in El Salvador) be addressed?
- Can we develop a training plan together?

**IO.2. Improved information on working children, child labour and hazardous work in each target country or sector.**

- Tanzania has already drafted NCLS report
- IPEC assesses quality of reports, comments, tries to ensure ownership on behalf of NSO
  - Much patience & redrafting required, staff
- NSOs concern regarding dissemination plan for NCLS reports

**Discussion questions:**

**IO.2. Improved information on working children, child labour and hazardous work in each target country or sector.**

- Are there comments or further discussion points with regard to progress in each country?
- How can ILO / MAP organise staff to support these countries?
- Who will support countries to clean the data, undertake consistency checks, check the quality of the NCLS reports?
- What other staffing issues should be discussed so that support can be provided to these 10 countries?

**Discussions question: Staffing issues**

- How do we distribute the workload for the next phase?
- Is administrative support adequate?
  - Is the administration of the survey, contractual processes, and payments supported by ILO project staff & non-project staff?
- How much time do regular budget staff spend on MAP?
- Can staff interchange tasks?
- Are other staff learning from this project? (deep bench)



**Discussion questions :**

**IO.2. Improved information on working children, child labour and hazardous work in each target country or sector.**

- When will the NCLS report manual be finalized?
- How flexible is the NCLS manual? If flexible, do NSOs realize it can be used flexibly?
- What is the dissemination plan for the NCLS reports
- What is the dissemination plan for the policy appraisals?

**IO.3. Improved access to up-to-date, public-use statistics on core CL & education indicators**

- UCW have already begun work on updated statistics and improving access to their data sets
  - Develop different formats
  - 387 datasets with CL indicators
  - Revised website online in few months
- UCW will prepare a country brief to accompany datasets

**Discussion questions for internal review meeting:**

**IO.3. Improved access to up-to-date, public-use statistics on core CL & education indicators**

- Where we are now with regard to the analysis of datasets to include education statistics?

**IO.4. Improved information about existing policy / programmatic frameworks to combat CL at the national or sector level and priority areas for additional action identified.**

- UCW leading on policy appraisals
- Collaboration with partners in country through a steering committee
- Evidence from 10 CL reports inform appraisals but also other studies

**Discussion questions**

**IO.4. Improved information about existing policy / programmatic frameworks to combat CL at national or sector level & priority areas for additional action identified.**

- If child labour in agriculture is thought to be the most prevalent form of child labour in many of the 10 countries (Paraguay, Armenia, Jamaica, Malawi, Ethiopia, Tanzania), can ministries of agriculture become more involved early on (steering committees)?
- What can be done to ensure a well designed strategic approach in terms of the use of information for public policy formulation?

**Discussion questions**

**IO.4. Improved information about existing policy / programmatic frameworks to combat CL at national or sector level & priority areas for additional action identified.**

- For after policy appraisals, important to examine the roles /platforms of groups both within / outside government. Will there be opportunities to involve such coalitions?
  - e.g. NGOs/CSOs/faith based organizations, think tanks (this is already the case in Armenia with ICHD), academics, media.
- How will MAP address political issues?
  - Such as views of members of steering committees on CL?
  - Whether child labour viewed as a social problem or as having economic significance?



## Policy appraisals

- In many cases, the NSOs states that they are not political and thus can only report on data, rather than make policy recommendations. **How can there be better interaction between the ministry of labour and NSO?**
- It is important to ensure that the hazardous work list and collection of data go hand in hand. When the national steering committees are developing or updating their hazardous work list, they should be linked to CL measurement experts so they ensure the right information is collected for updating this list. On the other hand, the hazardous list must be written in such a way that data can actually be captured. **How can MAP ensure such linkages, so that it is evident that:**
  1. needs are answered so that they the results can be used in policy?
  2. people using the data are part of the process?

## Other discussions questions

## Appropriateness of strategies?

- Were the estimates realistic in the original project proposal? Does IPEC or the person who writes the proposal undertake market research on the cost of conducting a child labour survey in each country? Is there a disconnect?
- At this stage, is it possible to add other countries?
  - In Africa many countries mention that they would be interested in measuring child labour, but do not know or realize that they should send a request to ILO.
- Budget extensions: how can better budgets be prepared initially – to have many budget revisions and the need for cost extensions
  - Link between who writes project proposals, and who is implementing
  - Is there a standard way of preparing budgets for national surveys.

## Commitment of NSO

One country, **Morocco**, did not continue to participate in the MAP project, due to issues around data sharing? ILO-IPEC had written to the Minister of Employment and Vocational Training requesting their support for the project. Initially there was to be a letter of commitment from the Ministry of Labour stating that they were interested in participating in the survey. Were the NSO also interested?

- If a letter comes from the Minister, does this always indicate that the NSO is on board? What happens in countries where the NSO is slightly more independent from the government?

## Project plan & M&E

- How effective is the project work plan?
- Who uses the workplan?
- How is the M&E system?

## Linkages to CLEAR & GAP11

- How can better linkages be made
- In Azerbaijan how will the survey on children living in Roma feed into policy discussions