ILO EVALUATION

- **Evaluation Title:** **Global Research on Child Labour Measurement and Policy Development Project (MAP) – Independent Final Evaluation**

  - **ILO TC/SYMBOL:** **GLO/13/21/USA (IRIS No.)**

  - **Type of Evaluation:** **Final independent**

  - **Country(ies):** **Armenia, El Salvador, Ethiopia, Georgia, Jamaica, Malawi, Paraguay, Peru, Tanzania, and Tunisia.**

  - **Date of the evaluation:** **November 9, 2018**

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  - **ILO Administrative Office:** **FPRW**

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  - **Other agencies involved in joint evaluation:**

  - **Date project ends:** **November 14, 2018**

  - **Donor: country and budget US$** **7,000,000**

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  - **Key Words:** **Child labour survey, work, labour force survey, labour statistics, capacity building, evaluation, programme evaluation**

List of Abbreviations

CLS	Child Labour Survey
CO	Country Office
CONAETI	National Commission for the prevention and eradication of child labour and the protection of Adolescent Work (*Comisión Nacional para la prevención y erradicación del trabajo infantil y la protección del trabajo de las y los adolescentes)*
CLEAR	Country Level Engagement and Assistance to Reduce Child Labour
CSA	Central Statistical Agency, Ethiopia
DGEEC	Statistics, Survey and Census General Directorate (*Dirección General de Estadística, Encuestas y Censos*), Paraguay
DIGESTYC	Statistics and Census General Directorate (*Dirección General de Estadística y Censos*), El Salvador
DWCP	ILO Decent Work Country Programme of support
EHPM	Household Multipurpose Survey (*Encuesta de Hogares de Propósitos Múltiples*), El Salvador
EANA	Children and Adolescents Activities Survey (*Encuesta de Actividades de Niños, Niñas y Adolescentes)* Paraguay
ENAHO	National Household Survey (*Encuesta Nacional de Hogares*), Peru
FUNDAMENTALS	ILO/Fundamental Principles and Rights at Work branch
GEOSTAT	National Statistics Office, Georgia
HCL	Hazardous Child Labour
ILO	International Labour Organization
IO	Immediate Objective
INEI	Statistics and Computing National Institute (*Instituto Nacional de Estadística e Informática*), Peru
INS	National Statistics Office (*Institut National de la Statistique*), Tunisia
IPEC	International Programme for the Elimination of Child Labour
KII	Key Informant Interview
LFS	Labour Force Survey
M&E	Monitoring and evaluation
MAP	Global research on Child Labour Measurement and Policy Development project
MICS	Multiple Indicator Cluster Survey (UNICEF)
MLSS	Ministry of Labour and Social Security
MOL	Ministry of Labour
MOLSA	Ministry of Labour and Social Affairs
MOSA	Ministry of Social Affairs, Tunisia
MTR	Mid-Term Review
NBS	National Bureau of Statistics of Tanzania
NCLS	National Child Labour Survey
NSO	National Statistical Office
NSS	National Statistics Service of Armenia
PMP	Performance Monitoring Plan
PO	Project Outcome
SDG	Sustainable Development Goal
SIMPOC	Statistical Information and Monitoring Programme on Child Labour
STATIN	Statistical Institute of Jamaica
TOC	Theory of Change

ToRs	Terms of Reference
TPR	Technical Progress Report
UCW	Understanding Children's Work
UNICEF	United Nations Children's Fund
USDOL	United States of America Department of Labor
WFCL	Worst Forms of Child Labour

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Executive Summary

Background and Context

1. The Global Research on Child Labour Measurement and Policy Development Project (MAP) is a $7 million USD initiative funded by the US Department of Labor (USDOL) and implemented by ILO under ILO's Fundamental Principles and Rights at Work Branch (FUNDAMENTALS), with the collaboration of Understanding Children's Work (UCW) based in Rome. The project targets 10 countries and aims to build the capacities of the National Statistics Offices (NSOs) to collect and analyze statistics on child labour; promote the regular data collection on indicators used to measure child labour; and improve information about existing policy and programmatic frameworks to combat child labour at the national or sector level. MAP is also striving to update statistics for core indicators on children's work and education in approximately 110 countries based on the availability of new survey datasets provided with MAP.

2. The project 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.

3. The purpose of the final evaluation is to provide insights into the coherence, relevance, effectiveness, efficiency, sustainability and impact of the intervention and covers five years (November 2013 to November 2018). The evaluation is also intended to be forward-looking and provide recommendations, lessons learned and emerging good practices for improved decision-making. The primary audiences for this evaluation are: ILO Geneva, the donor USDOL and ILO constituencies. The evaluation was conducted between the end of July to the end of October 2018 by two independent consultants and covers all participating countries.

4. The methodology for the final evaluation included a desk review, key informants' interviews and focus group discussions (in Malawi and Tanzania). Field missions were organized in 5 countries (Jamaica, Tunisia, Paraguay, Malawi and Tanzania). Overall, interviews with 114 persons were conducted, reaching out to all stakeholders either in person or through Skype for countries not visited by the evaluators. Limitations included a short time period between the 2018 assessment of project planned outcomes and the final evaluation, evaluation fatigue from stakeholders solicited several times for interviews and timing of the field visits corresponding to the holiday period for many ILO country staff and country stakeholders.

Main Findings and Conclusions

5. The project is judged highly relevant by all stakeholders as it fills a gap for actualized data and provides current, accurate and credible information on youth activities, child labour and hazardous child labour, thus increasing the visibility of child labour issues. The project has also familiarized stakeholders with clear, up-to-date definitions of child labour and hazardous child labour.

6. The MAP was an ambitious project (initially planned for four years and extended to five years) that required country-specific approaches, since not all NSOs had the same technical capacities to conduct surveys and to complete the survey process. Each country's ownership of the NCLS process was facilitated by a building block approach, a strong focus on capacity building, a "learning by doing" approach paired with on-going and adapted technical support, timely communications and the provision of standardized tools judged appropriate by all the stakeholders interviewed.

7. Ten countries produced child labour surveys and NCLS reports have been published and publicly available. The capacities of the NSOs to conduct child labour surveys have improved significantly. NSO staff have stronger abilities to conduct all phases of their respective child labour surveys, from the capture of child labour statistics, questionnaire elaboration, sampling and data analysis, and reporting. NSO capacities have been raised significantly to a point where the majority of NSOs consider having acquired enough technical skills and knowledge to produce child labour statistics meeting international standards.

8. Policy appraisals have been completed for five countries: Jamaica, Malawi, and Tanzania are available on the UCW website, while reports for Peru and Paraguay are expected to be available by the completion of the project (November 2018). For other countries, the policy appraisals were reoriented towards a multi-country study on occupational injuries in El Salvador, hazardous work studies in Armenia and Georgia, and additional capacity building for the NSO in Ethiopia and Tunisia, based on country requests. As for the two qualitative reports on children living in Roma communities for Serbia and Azerbaijan, they were not completed. Most project stakeholders did not see the direct link between the NCLS and the policy appraisal process. A comprehensive theory of change (ToC) at the planning stage of the project could have provided a clear picture for all stakeholders of the short- and medium-term changes required to reach all project objectives.

9. Understanding Children's Work (UCW) uploaded eight child labour datasets to the UCW site. Tunisia previously indicated that its dataset would not be made public due to the legislation. The dataset for Jamaica is not yet available.

10. Overall, the project was cost-efficient in its implementation and the project management made effective use of funds, given the financial and human resources allocated for the full implementation of the project.

11. The final evaluation has identified several success factors supporting the potential impact of the MAP. NCLS information has fed into the National Action Plans or National Child Strategies (Malawi, Armenia, Tanzania, Paraguay, El Salvador, and Tunisia), Child Policy review (Jamaica) and enactment of laws, bills and regulations (Paraguay in domestic work and night work, Malawi through community by-laws). Moreover, the tools and methodologies demonstrate a solid potential to contribute to the improvement other surveys, particularly labour force surveys and statistics related to children's rights.

12. The extent to which the momentum created by MAP will translate into commitment to ensure regular production of child labour data – either as standalone NCLS or as child labour modules into household or labour force survey, requires medium to long-term follow-up that goes beyond a single project but needs to be incorporated into ILO strategies relevant for each

country. Considerations about project timeline, TOC, and a comprehensive exit/phase-out strategy and bringing the gap between NCLS report, dissemination and policy appraisals ought to be considered as factors contributing to the sustainability of the MAP or similar interventions.

Lessons Learned and Best Practices

13. Lessons learned include the importance of developing a clearly articulated Theory of Change during the planning stage of the project; ensuring that key messages related to information from national child labour surveys are transmitted to all levels within a country, which favours a wider dissemination strategy of survey findings; the sharing of tasks among all partners is key to the finalization of the national child labour survey reports; and increased dialogue with governments and social partners can ensure the successful completion of activities. Best practices include Tunisia's decision to publish a NCLS summary report communicating only key findings, in response to a request for information from the government, which gave the NSO more time to conduct an in-depth analysis of CL issues and produce a complete report later in the project. The level of flexibility demonstrated by ILO and the management team to adapt interventions (i.e. policy appraisal) to better meet country-level needs and interests is another best practice that supports project implementation and completion.

Recommendations

14. The **initial project design should include a Theory of Change (ToC)**, presented as a simplified diagram and a short narrative that managers and senior representatives can use to present the project to stakeholders. This will strengthen all stakeholders' knowledge and buy-in of the project. Furthermore, building on its gender mainstreaming expertise, ILO should take appropriate measures and allocate sufficient resources to provide gender mainstreaming guidance to country constituents, in the context of future research projects, to ensure that a gender lense is applied when utilizing research information supplied by the NCLS.

- For whom: ILO project management team, donor
- Action needed: Include a Theory of Change and gender mainstreaming guidance in subsequent projects
- Priority: High
- Recommended timeframe: Immediate, for next project
- Resource implications: Time for ILO PMT to develop ToC (low)

15. **Inclusion in the project design of a phase-out strategy/exit strategy that identifies roles and responsibilities of government stakeholders beyond project completion**. The strategy would identify the roles and responsibilities of government stakeholders and others to disseminate child labour information generated by the project beyond the project completion. This would build a broader coalition interested in addressing child labour, which could ultimately have a greater impact in addressing CL issues in each country.

- For whom: ILO project management team, donor, country office, project partners
- Action needed: Consultation at country level for phase-out/exit strategy
- Priority: Medium
- Recommended timeframe: For subsequent projects
- Resource implications: Time to draft strategy and to consult with partners (low)

16. There should be **greater involvement of NGOs and other social partners during the initial consultation stage**. More involvement from these stakeholders, by way of learning about their experiences in addressing child labour, their perspectives on priority areas, their knowledge of sectors where children are particularly vulnerable, and their potential support in implementing the project, would help strengthen the project's nationwide buy-in and enhance overall awareness of child labour issues in each country.

- For whom: ILO project management team, ILO country staff
- Action needed: Include NGOs and social partners in consultations
- Priority: High
- Recommended timeframe: Immediate, for next project
- Resource implications: Time to consult with NGOs and social partners (low)

17. Initial project timelines **need to factor in varying technical capacities, human resources, and project portfolios among NSOs**. Such considerations may require an extended period of time to complete the project to allow for a smoother, sequential production of the main deliverables. Moreover, the process to engage in a dialogue with the government to prioritise what can realistically be done about child labour in the country may often require more time than expected.

- For whom: ILO project management team, donor
- Action needed: Carefully review project timeline
- Priority: High
- Recommended timeframe: Immediate, for next project
- Resource implications: Time to consult, assessment of government priorities (low)

18. There should be **increased follow-up and coordination (ILO HQ and UCW) following the production of NCLS to raise awareness and ownership of the policy appraisal process by stakeholders**. Future projects could consider the establishment of a sustainable mechanism to encourage government stakeholders and social actors to follow up on CL interventions. For some countries, a more sustainable platform of exchanges to channel communications among public and social actors is needed.

- For whom: ILO project management team, ILO country staff
- Action needed: Creation of national, sustainable mechanism for partners to bridge gap between production of surveys and policy appraisals
- Priority: High
- Recommended timeframe: Immediate, for next project
- Resource implications: Time for all project partners to commit to supporting the mechanism (low)

19. There should be a **regular follow-up dialogue with countries on funding and human resources implications for the inclusion of regular data collection of CL statistics** into the National Statistical System (some countries have been successful in channelling funds).

- For whom: ILO project management team, ILO country staff, government (national statistics offices)
- Action needed: Include NGOs and social partners in consultations
- Priority: Medium
- Recommended timeframe: Immediate, for next project
- Resource implications: NSOs to implement further studies (medium)

20. While not part of the original project design, **a wider dissemination strategy (beyond a national-level event or workshop) can strengthen the impact of this type of project**. By undertaking a broader dissemination within each country at regional, district and local levels, government officials and NGOs working at these levels are informed about child labour issues using evidence presented in the NCLS and would therefore have a greater ability to integrate child labour issues within their work.

- For whom: ILO project management team, ILO country staff, donor, government, partners
- Action needed: Develop dissemination strategy
- Priority: Medium
- Recommended timeframe: Immediate, for next project
- Resource implications: Time to develop dissemination, human resources to implement wider dissemination across each country, development of key messages summarizing child labour data (medium)

21. Future interventions should consider the **addition of an M&E dedicated officer to support reporting and data collection,** taking into consideration the multidimensional nature of the outcomes in a research project such as the MAP.

- For whom: ILO project management team
- Action needed: Add M&E officer
- Priority: High
- Recommended timeframe: Immediate, for next project
- Resource implications: Additional human resource of M&E officer (high)

22. Since a project of this nature requires NSO staff to have up-to-date knowledge on child labour definitions, concepts, and standards, as well as technical skills in current sampling methods, **on-going technical capacity building is important in order for NSOs to maintain the quality of their reports to international standards**. Furthermore, evaluation of training sessions should become standard practice at end of each training, with a follow-up within 6 months to measure skills and knowledge transferred.

- For whom: NSOs, donor, ILO PMT
- Action needed: Regular follow-up training, including evaluation mechanisms after each training
- Priority: Low
- Recommended timeframe: Immediate, for next project
- Resource implications: Assessment of NSO needs, development of training materials, implementation of training and follow-up (high)

23. Specific **information on the usage of child labour statistics from the UCW website needs to be collected** in order to provide evidence that child labour data is being used to support policy review, policy formulation, research, and in support of program and project development on a global scale. Information gathered from website usage on the UCW website should, at a minimum, include the type of user (researcher, government, civil society organization, etc.) and the ways in which the child labour data accessed from the UCW site is used by asking users about the purpose of their queries.

- For whom: UCW
- Action needed: Gather user information from UCW website
- Priority: Low
- Recommended timeframe: As soon as possible
- Resource implications: Gathering and managing website usage statistics (medium)

24. Since the technical capacities to upload information, statistics, and other survey-related information varies greatly between countries, there should be **IT support to include CL data on partners' websites**.

- For whom: NSOs, government ministries, ILO PMT
- Action needed: Regular IT support
- Priority: Low
- Recommended timeframe: Immediate, for next project
- Resource implications: ILO to provide IT support to NSOs and ministries (low)

25. The transition from paper-based data collection methods to digital means (using tablets) is a pivotal strategy that is known to improve quality of data and save time in data collection and cleaning. If countries in future projects are using paper-based methods, efforts should be put in place **to ensure a transition to digital methods**.

- For whom: NSOs
- Action needed: Tablets instead of paper for data gathering
- Priority: Low
- Recommended timeframe: Already ongoing in some countries
- Resource implications: Difficult to assess, since some NSOs/governments may have funding from other ILO project or other sources that support transition to tablets (not applicable)

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1. Project Background

1. The purpose of Global Research on Child Labour Measurement and Policy Development (MAP) Project (2013-2018) is to contribute significantly to the child labour elimination wider strategy by using information to guide scaled-up and accelerated action against child labour to achieve the complete elimination of the worst forms of child labour. The MAP project is a research project aiming at building the national capacities (National Statistical Offices, or NSOs) for generation of statistics and analysis on child labour and facilitating its use by national stakeholders for policy making. The project also strives to improve the access to the wider international community to child labour core indicators on children's work and education in approximately 110 countries (based on the availability of new survey datasets).

2. Over the course of its implementation, the project has undergone in April 2016 a mid-term review (MTR) that concluded that the project had no implementation issues and was progressing adequately towards quantitative data collection and analysis on working children, child labour and hazardous work at the national level in targeted countries. It also points out to key issues to be considered until the project completion. To name a few: (i) Consider how capacity development is assessed; (ii) Improve coordination of policy appraisals; (iii) Plan for National Child Labour Survey (NCLS) report dissemination and national-level messages on child labour elimination; and (iv) Broaden the range of stakeholders engaged in MAP. Involving representatives from ministries of Agriculture in steering committees, given that child labour in agriculture is often the largest sector where boys and girls are found, and the sector frequently presents challenges with regards to attitudes towards children working on family farms or "helping out."

3. The MTR was followed in 2017 by an assessment of the Performance Monitoring Plan (PMP). The PMP was the tool used to track the project progress towards the outputs and outcomes. It contains a set of indicators that cover the different levels of the results (outputs, outcomes, project objective) defined in the Results Framework as well as indicators to monitor the effect of external factors affecting the use of the project outputs. The assessment reviewed the project's appropriateness to track outputs but also the project contribution to the achievement of outcomes. The assessment also reviewed the theory of change (TOC). It underlined that the current results framework should identify appropriate indicators at the outcome level and proposed a set of indicators and a revised TOC.

4. The *MAP Assessment of Project planned outcomes* report (also referred to as "Endline report") published in July 2018 examined the project progress in achieving outcomes as defined in the Performance Monitoring Plan (PMP) with the objective to identify further points of interest for the final evaluation, as well as to draw lessons learned for the monitoring and evaluation of future research projects. Recommendations from the *MAP Assessment of Project planned outcomes* report were identified as recommendations for the final evaluation and for future monitoring and evaluation of research projects. For the final evaluation, the report recommends assessing the relevance and added value of the knowledge generated for policy making, the stakeholders' buy-in of information, and

the influence of child labour statistics to change perceptions and improve understanding on child labour issues. It also suggests emphasizing the results of the policy appraisal process and the MAP contribution to the project development objective and to explore the connections with the ILO program of technical assistance to the countries.

5. The final evaluation is building on the findings and recommendations of the MTR, the PMP assessment and the *MAP Assessment of Project planned outcomes* report. It is primarily used to provide verifiable evidence of the results achieved and inform ILO management and organizational learnings for similar research projects in the future.

2. The MAP Project

6. The MAP project focuses on quantitative data collection and analysis on working children, child labour and hazardous work at the national level, while building the capacity of host governments to conduct future data collection, research and analysis in these areas, and updating statistics for core indicators on children's work and education.

7. The MAP project operates in 10 target countries and is t operationalized through close cooperation[1] with host government's national statistical office (NSO), Ministry of Labour, other relevant government agencies, social partners (workers and trade unions, universities, research institutes), civil society and NGOs on all project components, including research design, survey implementation and data analysis. Over the implementation period, Morocco failing to agree with the implementation agreement was replaced by Tunisia which also had restriction on data sharing[2]; additionally, for some countries, policy appraisals were reoriented to specific studies on hazardous child labour (HCL) and other topics or to capacity building on child labour data analysis and NCLS report development. The targeted countries and focus of the MAP project are listed and described in Table 1.

Table 1. Countries of Focus, MAP Project

Country	Focus
El Salvador, Jamaica, Peru, Malawi, Tanzania, Ethiopia, Tunisia, Armenia, and Georgia	Quantitative data collection and analysis on working children, child labour and hazardous work at national level
Paraguay	Sector study: quantitative child labour data in the agricultural sector
Azerbaijan and Serbia	Rapid assessment: mixed-methods analysis of children living in Roma communities. For the ILO it is the first opportunity to work on child labour in Serbia. Children living in Roma communities are of interest at the ministry of interior, who want to conduct an assessment, so that they can initiate a suitable program (MTE, 2016).

8. The purpose of the MAP project is to contribute significantly to the child labour elimination wider strategy by using information to guide scaled-up and accelerated

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[1]*ILO, Mid-term review of MAP* states that countries participating in the MAP project have signed an implementation/cooperation agreement, which implies the country shares all products derived from the NCLS.

[2] ILO Mid-term, op. cit.

action against child labour to achieve the complete elimination of the worst forms of child labour. Moreover, MAP intended to be an integral part of the strategic plan called for under the Roadmap and under the ILO's Global Action Plan to improve child labour statistics and knowledge to assist member States and countries take effective actions against child labour. The project seeks to promote the regular generation of data on child labour and the effective use of this data in the design of comprehensive policies and programs aimed at addressing child labour.

9.   The MAP project objective is to accelerate progress in support of efforts to eliminate child labour, forced labour and human trafficking. To do so, 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.

10. These objectives are organized around two components. The component A comprises the project intervention at country level (IO.1, IO.2 and IO.4): capacity building of the NSO, the elaboration of NCLS in the 10 target countries, and the production and dissemination of the policy appraisals. The component B focus is mainly at the global level (IO3): updating statistics for core indicators on children's work and education in approximately 110 countries.

11. Project outputs for component A include: 1) ten 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; and 5) training designed to build capacity to conduct nationally representative surveys on child labour and subsequent data analysis.

12. 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.

13. At the country level, the MAP establishes a cooperation agreement with the NSO for the elaboration of the NCLS, which includes provisions for joint ownership of the NCLS and all related products, a key feature for NSO commitment and ownership of the whole process. Capacity building of the NSO for data collection and analysis (IO.1) runs in parallel with the implementation of the NCLS. Once the NCLS in each country is completed, the NCLS report is prepared and disseminated (IO.2); throughout this process, MAP continues providing technical support to the NSO. The policy appraisals are elaborated building on the knowledge generated through NCLS reports and on specific situation analysis. The appraisals were meant to be developed through a process of active participation by the relevant government office(s) and dialogue with national stakeholders and will allow the national stakeholders to identify national or sector level and priority areas for additional action (IO.3).

14. The MTR, *MAP Assessment of Project planned outcomes* report and final evaluation confirmed that the IO.3 runs in parallel with the rest of the project, 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, including the 10 target countries. The statistics produced and made available through the UCW Country Statistics database (www.ucw-project.org) are based on core indicators that are standardized across countries, facilitating cross-country comparisons. This database contains the largest statistical repository on child labour and constitutes a key knowledge resource for a wide audience of policy makers, donors, development agencies, research community, civil society organizations, the media, and other advocates in the fight against child labour. The database supports these users in the elaboration of global situation reports (i.e. USDOL reports on worst forms of child labour), monitoring progress on the Sustainable Development Goal (SDG) 8.7 on the elimination of child labour, and generating research.

15. Currently, on IO.1 the project has completed the capacity building activities with the NSO in the 10 countries; on IO.2 national or sectoral child labour surveys have been completed in the 10 countries and the results have been disseminated to national stakeholders through a national dissemination event bringing together national stakeholders and media. In some countries NGOs were neither conveyed to the event nor aware of the report. On IO3, updated statistics for core indicators on children's work and education are publicly available in the UCW site. On the IO.4, policy appraisal drafts have been produced for Malawi, Tanzania, and Jamaica, while the policy appraisal process is ongoing in Paraguay and Peru. In the other countries, policy appraisals have been reoriented to specific studies on hazardous child labour (HCL) and other topics or to capacity building on child labour data analysis and NCLS reports development. Table 2 summarizes the project status. At the time of publishing this report, the policy appraisals are in the process of being finalized and should be completed by the end of the project (14 November 2018).

Table 2. Policy Appraisal Status [3]

Country	Status of Policy Appraisal/Other
Armenia	Policy appraisal reoriented to study on Hazardous Child Labour. Draft produced.
El Salvador	Previous ILO project did a similar exercise, therefore policy appraisal process reoriented to study measuring children's occupational injuries. Final version not yet in circulation.
Ethiopia	Ethiopia: policy appraisal process reoriented to capacity building for NSO at the request of the country.
Georgia	Policy appraisal reoriented to study on occupational injuries.
Jamaica	Policy appraisal completed
Malawi	Policy appraisal completed.
Paraguay	Situational analysis completed. Report to be completed by the end of the project (November 14).
Peru	Being implemented, completed by end October 2018 (ILO regional office).
Tanzania	Policy appraisal completed. Official launch on October 8.
Tunisia	Policy appraisal reoriented to capacity building activities on child labour data.

3. Methodology for the Final Evaluation

16. As per the ToRs (refer to Appendix 1), the purpose of the final evaluation is to provide an independent assessment of the MAP project to: establish the relevance and coherence of the project design; assess the extent to which the project has achieved its stated objectives at the outcome and impact level; identify unintended changes, if any; examine project efficiency; consider the sustainability strategy identifying the process to be continued by stakeholders upon project completion. The final evaluation is also intended to be forward-looking and provide lessons learned and emerging good practices that could inform other measurement and research project of ILO-FUNDAMENTALS. Data collection and data analysis have been guided by a set of research questions identified and validated by both the ILO project team and the evaluators. These questions are outlined in an Evaluation Matrix (Appendix 2), and revolve around the following evaluation criteria: relevance, coherence and validity of design, effectiveness, efficiency, impact and sustainability. The evaluation has been carried out in adherence with the ILO policy guidelines for results-based evaluation[4] and with specific ILO Policy Guidelines for Evaluation and related Guidance Notes, and the OECD/DAC Evaluation Quality Standard.

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[3] Given the information that was given to us. Jamaica, Malawi, Tanzania have their initial reports published, but Paraguay and Peru were in process.

[4] http://www.ilo.org/eval/Evaluationguidance/WCMS_168289/lang--en/index.htm

17. The evaluation team's approach to the final evaluation has been highly participatory to ensure that findings and recommendations closely match the perceptions of key stakeholders. The evaluation team's participatory approach extended to the entire evaluation, from identification of key learning questions to the design of the data collection tools, and the validation of data analysis findings. This process has granted ILO, USDOL, and key program partners an opportunity to provide their input into the evaluation process.

18. The data collection and analysis has been guided by a set of research questions identified and validated by the ILO project team, USDOL, and the evaluation team. These questions were outlined in an Evaluation Matrix and organized around the evaluation criteria listed in the ToRs. The Evaluation Matrix represents the main tool used by the evaluators to develop the data collection tools (for the different lines of inquiry).

19. The methodology for the final evaluation includes three main lines of enquiry, a desk review, key informant interviews (KII) in person with 114 key stakeholders in Jamaica, Tunisia, Paraguay, Malawi and Tanzania. A planned field visit to Armenia was replaced by responses to a written questionnaire and online interviews. In addition, 16 Skype calls were conducted with representatives from countries not covered by the field visits in Georgia, el Salvador, Peru, Ethiopia, as well as USDOL, ILO HQ and UCW Italy. A total of 17 people participated in three focus group discussion (FDGs) in Malawi and Tanzania.

20. The criteria for the selection of countries for the field visit included the presence of an ILO office to facilitate the organization of the field visits, geographic representation, type of survey conducted (sectoral survey standalone survey or module in national survey). Previous country experience where SIMPOC was initiated (i.e. Armenia and Georgia) was also taken into consideration.

21. Initial Skype calls took place with the USDOL, ILO HQ, and UCW Italy and a presentation of preliminary findings was held in Geneva through a video conference to allow country to participate.

22. The evaluation team faced several limitations, among them the timeframe and timing in which to conduct the evaluation was short (two months); logistical coordination to organize a multi-country field visits in August (holiday period for ILO) and September; evaluation fatigue from stakeholders (sequencing of the *MAP Assessment of Project planned outcomes* report in July 2018 and final evaluation August 2018). Respondents have already been interviewed for the MTR, PMP assessment, and *MAP Assessment of Project planned outcomes* report; challenge evaluating impacts of an ongoing project as policy appraisals were recently drafted or being completed; ILO limited institutional memory in cases of staff turnover increased difficulty in obtaining overall project perspective; a wide range of ILO projects made it difficult for stakeholders to specifically remember MAP project.

23. Despite these limitations, the evaluators were generally satisfied with the validity and reliability of findings reported in this report as a substantive number of stakeholders have been reached and had an opportunity to provide feedback on their experiences and perceptions about the project achievements.

24. With regard to gender mainstreaming questions, the evaluation gathered some evidence on the impact of the National Child Labour Survey on policy approval but found anecdotal evidence on the implementation of gender mainstreaming activities conducted by the countries and stemming from the NCLS. The evaluation suggests for future projects to allocate resources to guide government constituents to implement gender mainstreaming activities.

4. Main Findings

4.1 Coherence and Design

Building-Block Approach

25. The evaluators concurred with the finding of the MTR and *MAP Assessment of Project planned outcomes* report on the benefits of the building block approach adopted by the MAP project. This approach has a strong focus on capacity building with on-going technical assistance enabling the National Statistical Offices (NSOs) to improve data collection and analysis. The assistance provided is adapted to the country's needs and experience in conducting child labour data collection. The portfolio of countries supported by the MAP project include either countries with a first experience in conducting child labour survey (Armenia, Jamaica, and Tunisia) or countries with outdated information needing to update core statistics on child labour (CL) (Georgia, Malawi, Tanzania) or countries with previous experiences in child labour but wanting to expand the sample size (El Salvador) or expanding the coverage of CL questions (i.e. hazardous, work, force labour Peru and Paraguay).

26. Based on desk review and KIIs, the capacity building support adapted to each country's level of experience in conducting surveys has raised significantly the capacities of the NSOs in technical areas such as operationalization of concepts and definitions of child labour, questionnaire design, sampling, data quality procedures, data analysis, and elaboration of reports of results.

27. More precisely, for Armenia, Georgia, Jamaica and Tunisia, the NSOs had already staff with strong capacities to conduct Labour Force Survey and Labour Market Surveys, which has been now, thanks to the project, expanded to child labour measurement.

28. In the case of Ethiopia, KIIs have confirmed that the NSO had a significant number of junior staffs who needed capacity building and guidance to acquire CL concepts and conduct child labour measurement.

29. For Tanzania, the National Bureau of Statistics (NBS) staff consider that technical support has raised significantly the capacities of the NBS in technical areas such as operationalization of concepts and definitions of child labour, data analysis, and report writing. However, statisticians interviewed did indicate the importance of additional training, citing the need to remain up-to-date on issues of child labour, sampling, and gender analysis. The high cost of training was also cited as a barrier to receiving training.

30. The National Statistical Office of Malawi recognized and appreciated the training of two staff members, citing an increased understanding of CL definitions, ability to conduct data

analysis and report writing as key aspects of capacity building. The NSO did suggest additional training for more staff, along with suggestions on how to assist other ministries to use the data from the report to guide their policies.

31. In Paraguay, El Salvador and Peru, the MAP technical support has contributed to consolidate the capacities that the NSO had built through the implementation of the previous NCLS and enabled to go further in the data collection of CL data. For instance, in El Salvador, the sample size was increased substantially. In Peru, NSOs were able to build on former questionnaire and add questions on the worst forms of labour.

Country Ownership of the Process

32. The approach to give the lead and responsibility to the NSOs for the design, implementation, analysis and elaboration of the survey report has encouraged full ownership of the NCLS process. The learning by doing approach paired up with the on-going and adapted technical support and standardized tools has allowed the targeted countries to assume fully the each step of the NCLS process, from the operationalization of child labour definitions (including discussion and agreement on child labour concepts and definitions), the questionnaire design, sampling, survey implementation, data analysis, drafting the report and presenting the results with the possibility of applying and adapting the methodologies and tools to the country context.

Examples of Adaptations

33. For instance, most of the stakeholders interviewed mentioned they have adapted the language and survey formulation to the country's reality. In Jamaica, given the cultural context and negative connotation CL may have with the public, the NSCLS report title does not mention CL but refers to a "Youth Assessment survey." The omission of the reference to CL in the questionnaire was also to reduce respondent's resistance to respond to CL issues. Similar adaptations were made in Paraguay, Peru, and Tunisia where the notion of ''help to the family'' rather than CL was used to gather a more exact estimate of the CL situation. The *MAP Assessment of Project planned outcomes* report underlines the improvements made to the questionnaire for Paraguay and Peru with the disaggregation by age ranges, with separated questionnaires for adults, children aged 5-9 and 10 to 17, taking into consideration the ability of youth to respond to the questionnaire depending on the age. Overall, the questionnaires developed by targeted countries have improved the measurement of hazardous child labour. KIIs with stakeholders in Peru underlined that with the last survey they were able to capture some information on forced labour (4 questions added) and the different dimensions of child labour, particularly on nature and conditions of the work. In Malawi, the questionnaire for children asks whether or not children did not attend school due to either marriage or pregnancy, two aspects not apparent in other surveys.

34. The MAP project has also been essential in supporting and clarifying the definition of child labour. Especially in Armenia, Georgia, Jamaica, Malawi, Tanzania and Tunisia where the NSOs have confirmed that there was lack of clarity amongst NSOs, government agencies and the social partners on key concepts such as children in employment, children in child labour, household chores, and hazardous child labour. The technical

assistance of the MAP project has significantly help clarify the concepts and reach not only a common and clear understanding of CL concepts but also how to operationalize them for their measurement through systematic surveys. This is particularly relevant for countries where CL surveys were conducted for the first time (Armenia, Jamaica, and Tunisia). For countries more experienced in conducting CL surveys, ILO leveraged the experience acquired to pursue further technical dialogue (i.e. capacity building acquired in previous projects).

35. Value-added of the MAP approach for targeted countries is either to provide a first opportunity to look at CL; updating existing CL data or going further in the analysis of CL (increase sample size, addition of questions). Value-added of the MAP project is also to provide standardized tools, capacity building and technical assistance to collect survey's comparable information.

36. Stakeholders interviewed have also confirmed that the value-added of the MAP project goes beyond the acquisition of technical skills, methodologies and tools but will benefit other surveys conducted by the NSOs. For instance, the *MAP Assessment of Project planned outcomes* report mentions that the methods used for the sample design including disaggregation by children's age groups and the elaboration of sampling frames of households with children, and the approach for data analysis using the template developed by MAP is considered by the NSO applicable to other surveys. In Paraguay, the process to develop the sample for household with children triggered a cartographic update that has been further used in other surveys, such as the MICS (for UNICEF). With regards to training, the evaluation team collected some comments on the statistical software used by the MAP project to train NSO staff, STATA. According to some countries, the software is not always considered the best option by the NSO, as some of them have other software (i.e. SPSS), such as in the Jamaica, Tanzania, Tunisia and Ethiopia. Some stakeholders mentioned that the learning curve associated to the learning of a new software would require to have a longer training period.

Roles and Responsibilities

37. KIIs have confirmed that the roles and responsibilities of stakeholders were clearly defined. However, there appears to be a "loss of momentum" on CL issues since there was a significant gap between publication of the surveys and the publication of the policy appraisals (still in draft form as of the publication of this evaluation). As a result, ministries often worked in isolation when reviewing or formulating CL policies. In some countries, some ministries still worked on policy reviews through national steering committees, but in many cases, the steering committees stopped meeting regularly once the surveys were completed This points to the necessity to clarify further the roles and responsibilities of government stakeholders beyond the publication and dissemination of the NCLS and the importance to generally understand and agree on the follow up activities post NCLS.

Project Timelines

38. Project timeline was initially planned for four years but extended to five years to complete data collection in Tunisia (which joined after the project started) and to develop policy appraisals for the five countries that opted to undertake the appraisals. Most of the stakeholders interviewed confirmed that both the project objectives and the roles and responsibilities of stakeholders were clearly defined. Even though most of the stakeholders did confirm the project timeline was realistic, limited human resources, workload associated to other surveys, timing to conduct the survey, climatic conditions (i.e. rainy season, flooding in Peru) security issues and financial constraints have led to some delays in the production of the NCLS. More consultation with relevant stakeholders in targeted countries was cited numerous times in KIIs as essential in establishing a more realistic timelines to produce the NCLS report. Countries with more experience in conducting CL surveys were able to respect the working calendar but put more staff on the ground to conduct the survey and respect the timeframe to conduct the survey. In some cases, as in Malawi, staff from other ministries were seconded to the NSO to assist in the survey.

Initial Assumptions

39. There were three initial assumptions identified at the start of the project: 1) national partners are willing to allocate human resources and financial resources; 2) national partners are willing to receive technical advice, and 3) social, economic, and political factors do not affect project implementation. Given the challenges faced by some countries to respect the planned timeline, the following additional assumptions could have been added: 1) national partners are able to ensure project implementation with other project stakeholders; 2) staff turnover is part of an on-going situation in many countries and can impact institutional memory ; and 3) coordination and cooperation must be maintained through clear lines of communication between government stakeholders and social actors in order to have a comprehensive understanding of CL issues and be aware of what is being done at the national level among all stakeholders.

40. With respect to the additional first assumption, national partners are able to ensure project implementation with other project stakeholders: KIIs confirmed that coordination among NSOs, ministries, NGOs and social partners was instrumental in the successful completion of the surveys, but many persons interviewed also highlighted how it could have been improved.

41. Concerning the second assumption, national stakeholders can strengthen institutional memory by enabling staff who work on the project to actively share tools, surveys, policy appraisal guidelines, and knowledge and skills acquired from trainings with other staff members. During the field visits, the evaluators faced a number of challenges trying to speak with staff from NSOs, ministries, or the ILO offices who had direct knowledge of the MAP project. It is understood that there can be staff turnover rate, but in a number

of instances it was difficult to ask for instances of reports, trainings, meetings, or any form of institutional memory related to the project.

42. Finally, with respect to the third additional assumption, coordination and cooperation must be maintained through clear lines of communication between government stakeholders and social actors: given the diverse range of stakeholders who work either directly or indirectly on CL issues, effective communication should be considered an important assumption in this project. While project stakeholders were generally aware of the NCLS reports, they were less clear on the initiatives that other stakeholders were undertaking to address CL in their work. Greater communication of good practices, including the use of the CL data from reports, could have strengthened the overall impact of the project.

Theory of Change

43. Once the capacity building was completed and the NCLS reports were published and disseminated, the project design envisioned a transitioning to the policy appraisal process, which did not unfold as planned.

44. NCLS were key deliverables to sustain the policy appraisal process to inform and assess policies, laws and interventions needed for accelerated progress against child labour. Delays in the production of NCLS therefore had an impact on the timing and delivery of the policy appraisal process. Stakeholders interviewed did not see the direct link between the NCLS and the policy appraisal process. Increased coordination with the existing institutional coordination bodies in each country and communications to bridge both interventions (production of NCLS and policy appraisal process) not to lose the momentum created by the official launch of the NCLS would have ensured that government stakeholders were fully aware of the overall process.

45. A Theory of Change (ToC) developed at the planning stage could have been instrumental in providing a common understanding among stakeholders on how the project contributes to a chain of results that produce intended or actual impacts. This is accomplished by describing the overall logic of the intervention through a diagram describing the flow from project inputs to impacts (see Figure 1). The ToC could also have been used to provide a conceptual framework for monitoring, for evaluation, or for an integrated monitoring and evaluation framework to understand what works for whom, where and why, taking into account how context makes a difference to project results.

Figure 1 Results Chain
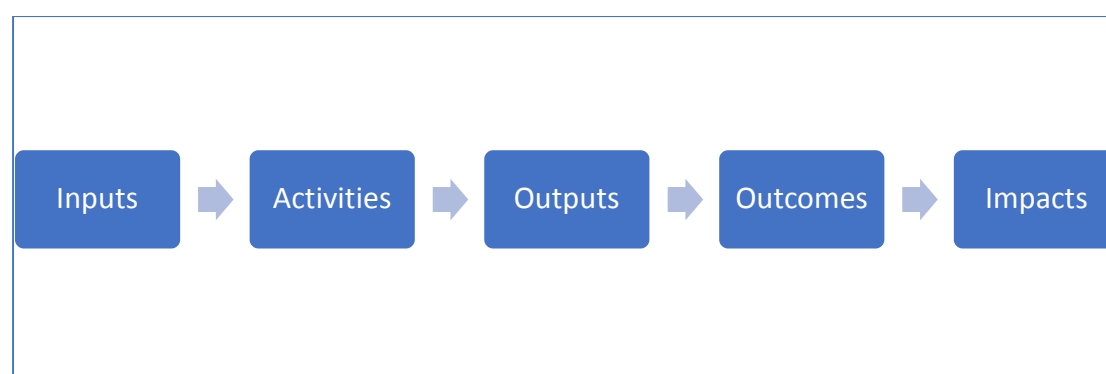
46. The initial assumptions made by the ILO project management team and by USDOL was that, because it was a research project with specific and measurable deliverables in terms of NCLS produced, training, and tools transferred, the need for a ToC was not perceived as a necessary tool to guide project implementation.

47. A comprehensive ToC at the start of the project could have provided a clear picture of the short- and medium-term changes required to reach a long-term goal. With respect to this project, such a goal would likely be the Sustainable Development Goal 8.7 on the elimination of child labour[5] (SDG 8.7). It is also a tool to facilitate a common understanding among all stakeholders of what the project is trying to achieve and how it intends to do it (articulation among project components A and B). Key steps to help the process of developing a practical ToC includes:

   - A long-term goal or the impact that you want to have. This long-term goal/impact must be: plausible – it must focus on changes in and between people, groups and institutions that the organization can realistically influence; dynamic – a snapshot in graphic form of a system in which people and institutions are working effectively in relationships with each other and with outside agencies to solve problems and enhance the well-being and rights of children and adolescents;

   - Interventions that the project will perform to link to the results framework and PMP with indicators to measure progress;

   - A written narrative that can be used to summarise the various parts of the ToC and be disseminated to all stakeholders concerned by the project.

48. Desk review and KIIs with project management team and USDOL confirmed that there was not a clear focus on the ToC to guide the project until 2017, where a special study was conducted to articulate the ToC, PMP and Results Framework.[6] The study recommended the addition of a higher-level goal to link the project to a higher-level goal

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[5] SDG 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.

[6] The evaluators believe this study was an internal ILO document in answer to the following MTR recommendation: "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''. This was confirmed by KIIs with USDOL representatives who were not aware of this study.

(SDG 8.7), but the outcomes statements proposed in the revised PMP are still describing outputs rather than a change in capacity or practices.

49. Suggestions to modify outcome statements to depict the type of change sought would include: increased capacity of Member States to use survey methods and data tools and increased capacity of Member States to improve and integrate CL data collection into their regular statistical work.

Project Monitoring Plan (PMP)

50. As mentioned in the PMP assessment report, the MAP project used a Performance Monitoring Plan (PMP) to track progress towards the outputs and outcomes. Since global research projects on child labour such as the MAP are ''relatively new for the ILO, there was little previous experience to build upon when considering a robust monitoring system that addressed both the production of surveys and policy appraisals supported by data from the surveys''[7]. As a result, the implementation of the PMP represented an opportunity to test in actual conditions for the performance of this type of monitoring system for ILO's global research projects and will subsequently help strengthen the monitoring tools of similar initiatives.

51. As indicated by the PMP assessment report, the PMP is used to monitor the progress during the MAP project cycle and meant to feed the *MAP Assessment of Project planned outcomes* report and final evaluation. The main users of the PMP were the teams in Geneva and Italy and for the purpose of the TPRs to the donor. National ILO coordinators were not very familiar with the PMP. A fine-tuned ToC would have would have ensured more responsibility at the national coordinator level to take on some of the monitoring aspects of the project. The PMP contains a set of 4 outcome-level indicators and 29 immediate objective-level indicators.

52. The MAP is above all a research project with specific and measurable deliverables in terms of capacity building, tools and methodologies transferred, and the production of NCLS, all of which can be captured through quantitative indicators. The completion of policy appraisals and their contribution towards governments and stakeholders improving policies, programmes and legislation on child labour are harder to capture with quantitative indicators and need to be supported by qualitative indicators. For example, qualitative indicators can help assess the added value of the knowledge generated for policy making, the stakeholders' buy-in of information on CL, and the influence of child labour statistics to change perceptions and improve understanding on the issue.

53. Based on desk review and KIIs, the PMP was partially implemented and used mainly for reporting purposes on the outputs and the production of the technical progress reports (TPRs). National project coordinators/ILO project staff could play a bigger role in monitoring, follow-up and analysis to inform strategies to address implementation gaps. Several considerations need to be examined when implementing a PMP, such human resources and time allocated to M&E, especially with a multi-country project with MAP's scope.

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7 MAP Assessment of Project Planned outcome report (also referred as Endline report in TPRs).

54. The Results Framework and the PMP developed during the project start-up were revised following the mid-term evaluation in April 2016 that stressed the need to focus more on the factors and forces that influence efforts to ensure that evidence feeds policy-level changes.

55. The MAP project undertook a systematic review of its PMP to strengthen the monitoring at the outcome-level, refine the data collection process, and streamline the use of the PMP for reporting and learning.

56. The *MAP Assessment of Project planned outcomes in the targeted 10* countries published in July 2018 (finalized in October 2018) provided the MAP management with information on the project progress for decision making and reporting purposes. It also conducted a detailed outcome assessment (including an analysis of indicators) and identified key aspects to be further explored by the final evaluation. These aspects included assessing the relevance and added value of the knowledge generated for policy making, the stakeholders' buy-in of information, and the influence of child labour statistics to change perceptions and improve understanding on the issue. It also suggests emphasizing the results of the policy appraisal process.

57. The time lapse between the *MAP Assessment of Project planned outcomes* report and the final evaluation was less than two months, which limited the potential to develop further analysis of the project's impacts (refer to the impact section for more details).

4.2 Relevance

58. All stakeholders interviewed consider the project highly relevant and well aligned to national needs with respect to addressing child labour.

59. First, the vast majority of stakeholders interviewed during the final evaluation confirmed that the project provided a clear and up-to-date definition of child labour as well as clarified amongst government agencies and social partners key concepts such as children in employment, household chores, and hazardous child labour.

60. Second, all stakeholders consulted considered that the NCLS filled a critical gap for relevant and actual data on child labour. For Armenia, Georgia, Jamaica and Tunisia, the NCLS produced from the project constitute the first child labour estimates at the national level, which is a significant improvement in terms of knowledge generation on child labour. In Paraguay, the NSO confirmed the value of the agricultural sector survey, which is considered a landmark in providing an in-depth analysis upon which to build better targeted and needs-based policy responses. In Jamaica, the Youth Activity Survey is the first comprehensive stand-alone child labour survey in the country. This survey has therefore filled a critical gap on the knowledge on child labour, which until this survey consisted only on outdated information from a child labour module applied in the 2002 Labour Force Survey. Similarly, in Tanzania and Malawi, the recent surveys replace data from 2006 and 2002 surveys, respectively.

61. Third, stakeholders interviewed emphasised the valuable contribution of the project in accessing current, accurate and credible information on child labour and Hazardous Child

Labour (HCL) data. This it is considered as a significant step forward, especially in countries with little previous experience on child labour surveys (Armenia, Georgia Jamaica and Tunisia). In the case of Tanzania, information from the 2014 NCLS helped update the national list of HCL for the first time in several years.

62. Fourth, the NCLS report increased the visibility on child labour issues by describing and quantifying the scope of the problem (demographic characteristics, geographic location, occupation, areas of prevalence, etc.) and identifying the risks associated to child labour (i.e. on education and health).

63. Fifth, the NCLSs have contributed, through the provision of rigorous data, to improve the understanding of child labour by the national actors, and to provide rigorous figures on the incidence and characteristics of child labour that have eliminated some misconceptions on the magnitude of the problem. This is considered key in Georgia and Tunisia where the existing figures were largely outdated, therefore misrepresenting the true magnitude of child labour. Similarly, in Armenia, the magnitude of CL in the country was not considered significant by some ministries until the publication of the NCLS.

64. Finally, the MAP project was deemed relevant to support compliance with the national obligations to report on SDG indicator 8.7 on child labour, thereby increasing governments' requirements for current CL data.

4.3 Effectiveness

IO1 Increased capacity to collect and analyse data on child labour

65. The MTR, *MAP Assessment of Project planned outcomes* report and final evaluation all confirmed that the vast majority of stakeholders interviewed were satisfied with the capacity building activities and tools provided by MAP. Several stakeholders interviewed during the final evaluation commented on the usefulness of the *Manual for National Child Labour Survey Reports* to support report writing and the interactive tools designed to support procedures for sample design, sample selection, sample weights and sampling errors arising from the tribalistic sample.[8]

66. All stakeholders interviewed during the final evaluation confirmed a greater understanding and deeper knowledge of child labour concepts, definitions and international standards as a result of capacity building from the MAP project.

67. Among the skills acquired, sampling methodology, data collection and analysis and report drafting were most frequently mentioned. The *MAP Assessment of Project planned outcomes* report corroborates this finding and adds that the methods used for the sample design including disaggregation by children's age groups and the elaboration of sampling frames of households with children, and the approach for data analysis using the template developed by MAP is applicable to other surveys. Several stakeholders also

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[8] http://www.ilo.org/ipec/ChildlabourstatisticsSIMPOC/Manuals/WCMS_304559/lang--en/index.htm

mentioned the skills developed to conduct gender-sensitive interviews and the skills for interviewing children of different age groups.

68. Interviews conducted during the final evaluation corroborated that the capacity building increased ownership of the survey process through ''the learning by doing approach'' and by granting the lead and responsibility to the NSOs for implementing each step of the NCLS process with the on-going technical assistance of ILO FUNDAMENTALS. These steps included the operationalization of child labour definitions (including discussion and agreement on child labour concepts and definitions with government stakeholders, trade unions and social actors), the questionnaire design, sampling, pre-testing, survey implementation, elaboration of the databases, data analysis, drafting the report and disseminating the results.

69. While the MTR stressed the importance to measure capacity building and the impact of training, the *MAP Assessment of Project planned outcomes* report and KIIs conducted for the final evaluation go a step further and confirmed that NSO staff not only apply knowledge and skills acquired to produce NCLS or sectoral surveys, but also consider that their technical capacities to produce rigorous statistics on child labour have been strengthened by the project. In addition to transferring new methodologies and knowledge to the NSO, the MAP project did build the technical skills of the NSO officers in the departments responsible for child labour surveys to adapt and apply statistical methodologies in other surveys. NSOs representatives and government stakeholders interviewed praised the technical assistance provided by ILO FUNDAMENTALS as efficient. Moreover, NSOs felt that there was a genuine dialogue and openness with ILO to address specific capacity building needs and timely support.

Gender Considerations

70. The MTR refers to guidelines on gender analysis included in the *Manual for National Child Labour Survey Report* (used to assist countries in writing the NCLS reports) and stresses the importance of this analysis since a gender perspective is required in the overall analysis of child labour survey data to reveal gender-based disparities among boys and girls. Needless 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 as well as identifying risks faced by boys and girls as a result of types of occupations and age. Evidence data on gender is certainly key to be able to identify interventions addressing the specific challenges faced by boys and girls (i.e. in domestic work) and allow the development of policy recommendations by government stakeholders.

71. All countries created NCLS reports that provide gender-disaggregated data. However, according to most respondents interviewed during KIIs, the level of gender analysis in the reports could be improved. A number of respondents identified as users of the reports (primarily social partners who were not involved in the survey) indicated that a more thorough gender analysis would help them to better formulate their interventions to address CL.

IO2 Improved information on working children, child labour

72. Ten countries have produced child labour surveys and NCLS reports have been published and publicly available. In the case of Tunisia, the NSO first published a synthesis report focused on the key most relevant results, and a full report presenting the complete analysis was published in September 2018.

73. Dissemination of the NCLS results was done through national launch events or workshops and focused only on key national stakeholders. The number and type of government agencies and social actors (civil society, universities, research institutes, NGOs) varied from country to country.

74. The MTR rightly underlined that the dissemination could go further in order not to lose the momentum created by the publication of the NCLS reports and encourage national partners to discuss whether there may be opportunities to involve a broader coalition at the dissemination stage. The final evaluation concurs with this proposal and considers that this option could have been part of a phase out strategy clearly identifying the roles and responsibilities of government stakeholders to disseminate such valuable information beyond the project completion. This would require the review of the roles and platforms of diverse groups both within and outside government. NSOs and ministries may consider communicating with a broader group outside the usual ILO partners, such as NGOs, civil society organisations, academics, and think tanks (as is already the case in Armenia with the International Centre for Human Development). This would have the advantage of building a broader coalition interested in addressing child labour, which could ultimately have a greater impact in addressing CL issues in each country.

75. Interviews conducted with the Ministry of Labour in Jamaica has confirmed that a public dissemination campaign is planned to convey key and adapted messages at the regional and local level which demonstrate the commitment of Jamaica towards CL issues.

76. A public dissemination campaign could emphasize how the NCLS report can act as a baseline to document the CL situation and be used later to check government actions.

77. According to most people interviewed (from NSOs, ministries, and social partners), a broader dissemination of survey results would have been useful at either the regional or district level, where local NGOs and other organizations could learn more about CL issues in the country and examine how they can make use of the data to help inform their work. Suggestions on improving the dissemination of the report at local levels included the following:

    - Providing a summary of the key messages in the report in the language that the report was written in as well as local languages, in order to raise awareness among communities.

    - Providing a "training of trainers" for regional Ministry of Labour staff who can train district labour officers and other officers working on child labour on the key findings of the survey.

IO3 Improved up-to date statistics on child labour

78. UCW has uploaded eight child labour datasets to the UCW site. Tunisia previously indicated that the dataset would not be made public due to the legislation (access to information). The dataset for Jamaica is not available as of the publication of this evaluation.

79. The UCW database contains 110 country datasets including the eight datasets of surveys supported by the MAP project[9]. For each country a statistical brief synthesizing existing statistical information on child labour and ratifications, among other important information is included.

80. However, as underlined by the *MAP Assessment of Project planned outcomes* report and confirmed with the final evaluation it is currently not possible to obtain from UCW website direct information on the type of user (researcher, government, civil society organization, etc.) nor the ways in which the CL data accessed from the UCW site is used, as users are not asked about the purpose of their queries.

81. To measure the reasons for downloading data from the UCW website, it would be necessary to include, prior to downloading CL data, a pop-up form asking the user in which type of organization they work (government, academia, NGO, etc.) and the intended use of the information (policy design, policy evaluation, research, advocacy, monitoring progress on CL, etc.). This form can appear when the user performs a query and be a condition to access the information requested.

IO4 Improved information about existing policy and areas of actions

82. The NCLS are the prerequisite and backbone to initiate the policy appraisal process in order to inform countries of existing policy and programmatic interventions and identify areas of policy reform to address CL.

83. Delays in the production of the NCLS in half the countries and reorientation of the policy appraisals in the other half towards special studies on specific labour topics or capacity building workshops for the NSOS has impacted the policy appraisal process.

84. Policy appraisals have been completed in Jamaica, Malawi, Tanzania (all three reports are available on the UCW website as of the publication of this report). Peru and Paraguay are scheduled to be completed by the end of the project (November 14, 2018).

85. The remaining project countries opted to replace the policy appraisals for different reasons (refer to Table 3 below). In El Salvador a policy appraisal was deemed unnecessary since one was recently completed; Armenia and Georgia strengthened knowledge around hazardous work; while Ethiopia and Tunisia indicated a need to strengthen capacity of child labour concepts before moving ahead with policy appraisals. Replacing the policy appraisals in the remaining countries are a multi-country study on

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[9] The availability of eight datasets supported by the MAP project can positively contribute towards a higher classification of SDG 8.7 on the elimination of child labour. As of October 2018, SDG 8.7 was classified as a Tier II indicator, meaning it is "conceptually clear, has an internationally established methodology and standards are available, but data are not regularly produced by countries" (see https://unstats.un.org/sdgs/iaeg-sdgs/tier-classification/). To be classified as a Tier I indicator, data must be "regularly produced by countries for at least 50 per cent of countries and of the population in every region where the indicator is relevant." While an upgrade to Tier I is beyond the scope of this evaluation, it should be noted that the results of the MAP project may contribute to classifying SDG 8.7 as a Tier I indicator.

occupational injuries in El Salvador, hazardous work studies in Armenia and Georgia, and additional capacity building for the NSO in Ethiopia and Tunisia, based on country requests to better inform policy interventions.

Table 3. Reasons for Replacing Policy Appraisals

In general, the time to produce the NCLS caused the extension of the project, as stated in the October 2016 TPR: "For 6 out of 10 countries, NCLS were made available in July 2016; as far as Tanzania is concerned, the NCLS report was officially launched in July 2016. Therefore, the development of PA reports is currently being planned and a project extension is currently being prepared to ensure the completion of the activities within the duration of the project."

Country	Reason for not conducting policy appraisal	Reference
Armenia	"Constituents" had no interest in research, but USDOL reiterated the importance of research.	TPR 17/10 page 5
Ethiopia	"…due to delays with the Ethiopia NCLS and the complex institutional environment, it was agreed to replace the development of a Policy Appraisal Report with capacity building activities."	TPR 18/04 page 5
El Salvador	Discussions with USDOL led to replacing PA with research on measuring children's occupational injuries.	TPR 15/10 page 5
Georgia	"Constituents" had no interest in research, but USDOL reiterated the importance of research.	TPR 17/10 page 5
Tunisia	"NCLS micro-data will not be transferred to ILO. Therefore, discussions were held with ILO office and DOL on the possibility to replace the PA for Tunisia with a similar report for another country. Following these consultations, it was deemed more relevant to support the country to monitor SDG 8.7 and agreed to contribute building the capacity of national stakeholders and expanding their knowledge base on child labour. Capacity building efforts will be coordinated with other ILO capacity building activities in the country."	TPR 17/04 page 7

86. In Paraguay, the policy analysis is providing a more comprehensive and systemic analysis on the links between child labour and transition to decent employment for adolescents. In Jamaica, the focus of the policy appraisal is the transition from school to work, a key issue for the national stakeholders to ensure transition from school to decent work is an issue.

87. Given that the policy appraisals are recently published or will be by the end of the project, is too early to observe the results of the policy appraisals in the target countries.

4.4 Efficiency

88. Based on the financial information available, overall, the project was cost-efficient in its implementation and the project management made effective use of funds, given the financial and human resources allocated for the full implementation of the project.

89. The budget allocated to the project was 7 million USD, of which the largest shares cover personnel cost – management and technical team (34%) and costs related to the output-based activities (45%). Remaining costs are for travel (1%); equipment and other office

expenses (less than 2%); audit costs (2%); contingency costs (4%); and indirect costs (12%).[10]

90. With respect to the production of surveys (component A1): the initial budgeted amount of 2,561,616 USD represents 37% of the total budget. From this amount, countries were allocated specific funds based on country proposal submissions and sample size.

91. KIIs have confirmed that funds allocated to each country for the survey were deemed adequate, although the evaluation team notice fluctuations in the financial allocation to each country justified by the project proposal submitted, proposed sampling size and funding negotiations with ILO Geneva.

92. One of the MAP strategies has been to encourage participating countries to fully engage and financially contribute to the NCLS process. Most of the countries made in-kind contributions (providing core staff form NSOs, office space, printing, transport, translation, survey and operating guides, etc.). The in-kind contributions represented between 9% and 37%, depending on the country. Peru's financial contribution represented 50% of the total cost and the ILO financial contribution to the child labour module in El Salvador only covers 3000 households of the 24,875 households to be covered in the framework of the EHPM. El Salvador's contribution represented 88% of the total cost.[11]

93. The institutional set up to support the project comprises a limited staff of eight staff members not all working full time on the project[12]. A management team in Geneva is responsible for the management and administration of the project and reporting requirement,[13] and a technical team consisting of several part-time international experts is located in Rome and Addis Ababa[14]. Given the project workload to achieve the proposed results, the evaluation team believe that staff allocated to the project were more than reasonable given the project's ambitious scope. In future interventions, it would be advisable to add an M&E officer to support the project management.

94. As the project unfolded, decisions were made for budget reallocations. For example, funding initially identified for an audit was partially reallocated to the completion of an NCLS (Jamaica); other times it was to pay for technical experts for work on the NCLS (Ethiopia), or for translation (and associated lay-out) and local dissemination of the ILO global flagship reports on child labour and forced labour[15]. Furthermore, since half the

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[10] It should be noted that these are the initial figures from the project proposal. A further budget analysis was not requested as part of the final evaluation.

[11] MTR Global Research on child labour measurement and policy Development page 17.

[12] MTR, Op. cit.

[13] The team consists of a Principal Investigator/Program coordinator (PI/PC 75% time), an operations support officer and an administrative assistant (allocating 25% of their time over the life of the project).

[14] This team includes three researchers respectively in charge of Statistics and Empirical analysis, Policy, and Policy and statistics, as well as a research support officer and a research advisor and one African regional statistical officer (30 months over years 2 to 4) located in Addis Ababa.

[15] From TPR April 2018, page 5: "Funds originally allocated to support the national child labour surveys were reallocated to the translation (and associated lay-out) and local dissemination of the following ILO global flagship reports on child labour and forced labour: (a) Child Labour Global Estimates Report; (b) Child Labour Technical Report (Methodology); (c) Child Labour World Report; (d) Modern Slavery Global Estimates Report; (e) Modern Slavery Technical Report (Methodology); (f) Forced Labour World Report; (g) FAQs relating to the global estimates; and (h) Digital summaries of the global estimates results."

countries opted for additional training or research projects instead of the policy appraisals, the costs for conducting these activities ought to be less than costs required to complete the policy appraisals, therefore a cost savings should be noticeable; without detailed expenses, no additional analysis can be provided in this report.[16]

95. Thematic studies on Roma children in Serbia and Azerbaijan were not fully completed. The sequential strategy initially envisaged to benefit Azerbaijan did not materialize as the Serbia study was completed first, but not considered publishable.

96. Based on the desk review, KIIs with the ILO management team and country stakeholders, the on-going and timely communications and technical advice when problems or questions arose from NSOs or other stakeholders has been a key factor ensuring the smooth implementation of the project. As one interviewee stated, "There is good communication with ILO, emails, Skype were effective and very frequent, and they support us in a timely fashion." Based on the MAP experiences it is essential to ensure a better synchronisation and coordination between information collected through national child labour surveys (NCLS) dissemination and policy dialogue to assist governments, trade unions and social partner in the development of national strategies, policies and programs addressing child labour issues.

4.5 Orientation towards Impact

97. NCLS have brought the attention of child labour to the forefront of the political agenda and brought current and credible statistics that provide evidence of child labour. The research can assist governments and other actors to support geographic targeting of interventions in areas of high prevalence of CL/ HCL.

98. NCLS have created a momentum to foster national stakeholders' interest and demand for addressing child labour issues. In Georgia, Tunisia, Tanzania, Peru and Jamaica the NCLS contributed to generate more demand and interest in improving legislation on hazardous child labour.

99. The NSOs have incorporated improvements in child labour measurements, ranging from questionnaire elaboration, sampling, data analysis, to reporting. NSOs' capacities have been raised significantly to a point where all the NSOs consider having acquired sufficient technical skills and knowledge to produce child labour statistics meeting international standards.[17]

100. NCLS information has fed into the National Plan of several countries (Malawi, Armenia, Tanzania, Paraguay, El Salvador and Tunisia) and the value of such surveys has gained broader Ministerial support. KIIs confirmed that the NCLS information was also used by

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[16] ILO, PART II MAP Cost proposal, July 2013 and Output based budget. The evaluation team had no details on actual disbursements. Reallocation of funds for not having the audit, cost of replacing Morocco by Tunisia and the cost of studies not completed in Serbia and Azerbaijan may provide different insights on the cost effectiveness of the project.

[17] ILO, The MAP Assessment of project planned outcomes – executive summary.

NGOs, trade unions and employer associations to raise awareness of CL among members, stakeholders and communities.

101. Information from NCLS has also benefitted other ILO and regional initiatives. In Jamaica, the Economic Commission for Latin America and the Caribbean (ECLAC) is currently developing a predictive modelling system on CL. The initiative will utilize findings from the 2016 Youth Activity Survey and micro datasets to identify the areas with the greatest likelihood of CL and facilitate the development of targeted geographic prevention effort enabling LSS to transition from a reactive to a proactive approach on CL and CLHW issues. KIIs have also confirmed that the NCLS is feeding into the review of the National Child Labour Policy. The NCLS in Uruguay also provided information the promotion of South - South cooperation[18] for the Promotion of Decent Work in Cotton Producing Countries.

102. In Armenia the publication of the survey has provided the information and impetus for UNICEF to follow up with a street children assessment in collaboration with the Ministry of Labour, Health and Social Affair, World Vision International and the Open Society of Georgia Foundation.[19]

103. In Paraguay, two CL bills are under review for domestic work and night work. In Peru and Paraguay the tools used for the NCLS are being incorporated into the monitoring and evaluation of public policies.

104. In Malawi, a community-driven by-law was formulated that addresses, in part, the elimination of child labour practices, and identifies punitive measures for persons not respecting the by-law, as well as measures to raise awareness of child labour practices in the community.

105. In Tunisia, the Ministry of Labour initiated pilot project to address CL in the informal sector, especially in the pottery, handicraft and commercial sectors and facilitate the transition to the formal economy. The outreach to representatives of the informal sector raised awareness of the benefits of becoming a member of the "Caisse Nationale de Sécurité sociale" (CNSS) to access medical coverage for work accidents and occupational diseases. Other initiatives sought to overcome the fact that trade unions do not work in the informal sector and find an alternative to support informal sector representatives by creating associations representing the sector. Thanks to this pilot, 401 businesses in the informal sector have joined the CNSS, tax registration and the formal economy.[20]

106. In at least two countries (Peru and Paraguay) the tools used for the NCLS are being incorporated into the monitoring and evaluation of public policies. In the case of Peru, the child labour indicators developed have been officially adopted for the reporting of

[18] Project GLO / 14/45 / BRA - South-South Cooperation.

[19] UNICEF, MoLSA, Children living and/or working in the streets in Georgia with an additional view to Azerbaijan. The aim of this study is to provide information in order to better tailor prevention and exit strategies relating to children's lives in the streets. An associated aim is to map existing institutional responses in order to develop policy responses and improving existing services in line with the socio-economic realities and the institutional environment in Georgia and Azerbaijan.

[18] Chokri Ouali. Présentation sur l'inspection du travail dans la transition des activités informelle vers l'économie formelle. Ministry of Labour pilot project in facilitating the transition of informal small business from the informal economy.

the National Action Plan for Children and Adolescents 2012-2021 and the National Strategy for the prevention and eradication of child labour 2012-2021. In Paraguay, the survey tool developed with MAP support is being used as a reference by the government sector.

4.6 Sustainability

107. MAP has built its interventions with the active involvement of and array of governments and social actors; this collaborative process seems to be supporting and enhancing national interest in child labour issues.

108. The desk review and KIIs concurred that the "building block" and "learning by doing" approaches are ensuring that expertise built remains in country, and specifically within the NSOs.

109. Peru, Paraguay, El Salvador and Tanzania have demonstrated long-term commitment to the capture of CL data and integrate a CL module in their census/labour survey with limited set of questions.

110. Several factors need to be considered to ensure sustainability:

- Wider consultation at the national level prior to project intervention to include national actors that are concerned by CL issues (i.e. Ministry of Agriculture, NGOs, social partners focused on different sectoral CL areas, etc.).

- Increased project monitoring and coordination post-NCLS in order to transition to policy appraisals.

- On-going dialogue in some countries about human resources and financial challenges associated to the inclusion of regular data collection within national statistical systems.

- Consideration given to the role of a sustainable and permanent mechanism of national consultation rather than a project-based Steering Committee to ensure continuity in CL interventions. The CONAETI in Paraguay is a platform that remains intact regardless of government changes resulting from elections. In Tunisia, KIIs confirmed that a permanent cell is to be created following a presidential decree. It should be noted that a permanent mechanism does exist in some countries, yet despite this, there are nonetheless some challenges in the effectiveness of such mechanisms; in at least one case, it was noted that the permanent mechanism was not effective since the chair did not organize meetings.

- Consideration to support a public campaign to disseminate NCLS information, gain momentum and reach out to regional, district and local stakeholders to the communities with adapted messages. Such campaign would reinforce national dialogue, ownership and commitment towards CL issues. This could be part of the exit strategy discussed with government stakeholders.

111. Evidence from the desk review and KIIs suggest that commitment to ensure regular production of child labour data (either as stand-alone or as a labour module into

household or labour force survey) requires medium to long-term follow up that goes beyond a single project.

112. Securing sustainability requires on-going technical support to help institutionalize the survey process nationally.

113. The MAP project has experienced turnover at the country level, and while turnover of personnel is inevitable, transition and/or handover processes should be established and enforced to properly debrief new personnel to ensure the proper continuity of operations.

5. Conclusions

114. Evidence supplied by the desk review and interviews confirms that the project was highly relevant for participating countries as it significantly helped clarify and reach a common and clear understanding of child labour concepts, definitions and international standards. It also filled a critical gap for relevant, current and credible statistics describing the magnitude of the problem, increasing the visibility and strengthening of the political buy-in to address child labour.

115. The MAP project significantly increased the capacities of the NSOs to conduct child labour surveys. The strategies and approaches adopted to ensure ownership of the survey process (building block approaches, training, learning by doing, NSOs leading the entire process) while providing on-going and close technical support has yielded several benefits: acquisition of survey tools and their adaptation to the country context while keeping their consistency and comparability; access to interactive tools, guidelines and methodologies; improvement of in-house technical skills, all of which lead to significant improvements in the production of child labour statistics.

116. While building capacity of NSOs to conduct survey and improve the production of child labour statistics was achieved, it was also essential to support dissemination of the NCLS results. Desk review and interviews point out that NCLS reached and sensitized the project's main stakeholders in all the countries, providing a picture that has qualified and quantified the scope and magnitude of child labour issues (demographic characteristics, geographic location, occupation, areas of prevalence), put child labour at the forefront of national discussions, and encouraged governments to be more inclined to consider CL statistics.

117. The evaluation suggests that NCLS report dissemination could have been broader than main national partners and involve a wider dissemination strategy to include regional and local level stakeholders. This proposition could be part of a phase-out strategy clearly identifying the roles and responsibilities of government stakeholders to disseminate such valuable information beyond the project completion. This would require the review of the roles and platforms of diverse groups both within and outside government. NSOs and ministries may consider communicating with a broader group outside the usual ILO partners, such as NGOs, civil society organisations, and academics. This would have the

advantage of building a broader coalition interested in addressing child labour, which could ultimately have a greater impact in addressing CL issues in each country.

118. The scope of the MAP project was perhaps ambitious, considering the four-year timeframe established from the onset and the dialogue and time needed to produce NCLS and link them to policy appraisals. Moreover, the process to engage in a dialogue with the government to prioritise what can realistically be done about child labour in the country may often require more time than expected. Extending the initial project timeline to allow for a smoother, sequential production of the main deliverables could be envisaged in future programming.

119. Evidence supplied by the interviews underlined that the linkages between the NCLS production, dissemination and the policy appraisal process were not clearly understood by all stakeholders. Although the initial MAP project design was based on a TOC identifying a results chain featuring key components, this TOC could be clarified and enhanced to capture more accurately the links between the NCLS report and the policy appraisals. Increased coordination with the existing institutional coordination bodies in each country and communications to bridge both interventions (production of NCLS and policy appraisal process) not to lose the momentum created by the official launch of the NCLS would have ensured that government stakeholders were fully aware of the overall process and able to more effectively make use of the policy appraisal process in revising or formulating policies to address child labour.

120. Since the mid-term, the project has made significant progress in completing either the policy appraisal process or conducting multi-country study on occupational injuries in El Salvador, hazardous work studies in Armenia and Georgia, and additional capacity building for the NSO in Ethiopia and Tunisia, based on country requests. In addition, UCW has completed the uploading of 8 child labour datasets to the UCW site.

121. NCLS information has fed into the National Plans of several countries (Malawi, Armenia, Tanzania, Paraguay, El Salvador and Tunisia) and the value of child labour surveys has gained broader ministerial support. NCLS information was also used by NGOs, trade unions and employer associations to raise awareness of child labour among members, stakeholders and communities. In at least in two countries (Peru and Paraguay) the tools used for the NCLS are being incorporated into the monitoring and evaluation of public policies. Best practices identified include Tunisia's decision to publish a NCLS summary report communicating only key findings, in response to a request for information from the government, which gave the NSO more time to conduct an in-depth analysis of CL issues and produce a complete report later in the project. The level of flexibility demonstrated by ILO and the management team to adapt interventions (i.e. policy appraisal) to better meet country-level needs and interests is another best practice that supports project implementation and completion

6. Lessons Learned and Best Practices

6.1 Lessons Learned

ILO Lesson Learned: Theory of Change	
Project Title: **MAP13 Final Evaluation REPORT** **Project TC/SYMBOL:** **GLO/13/21/USA (IRIS No.)**	
Name of Evaluator: Maryvonne Arnould and Paul McAdams **Date:** **November 9, 2018**	
The following lesson learned has been identified during the course of the evaluation.	

LL Element	Text
Brief description of lesson learned (link to specific action or task)	A clearly articulated Theory of Change developed during the planning stage of the project could have facilitated a greater understanding of project goals and activities among stakeholders, as well as ensure greater project buy-in and sustainability.
Context and any related preconditions	The Theory of Change is a visual representation that shows the logical sequence of interventions and expected changes as a result of the project. It takes into consideration the current context in which the project operates.
Targeted users / Beneficiaries	Principal targeted users are ILO project management, ILO country staff, and project partners. The beneficiaries include all project stakeholders, who can be presented the Theory of Change as a way to strengthen a common understanding of the project.
Challenges /negative lessons - Causal factors	Without a clear Theory of Change, it was challenging to enable some project partners and stakeholders/beneficiaries to establish a strong understanding of the linkages between different project activities, namely between the production of the National Child Labour Surveys (NCLS), their dissemination, and the subsequent policy appraisals (in some countries).
Success / Positive Issues - Causal factors	If a simple Theory of Change had been developed at the start of the project, it could have been used as a common tool for ILO project management, ILO country staff, the donor, project partners to understand the project components, their linkages, and the roles and responsibilities that different groups have in the project's successful completion.
ILO Administrative Issues (staff, resources, design, implementation)	Administratively, a Theory of Change needs to be designed at the start of the project and included in the project proposal. The ToC should be explained to all project stakeholders. The ToC can be referred to on a regular basis as a monitoring and evaluation tool and help measure progress towards impact.

ILO Lesson Learned: Wider Dissemination of Results

Project Title: MAP13 Final Evaluation REPORT **Project TC/SYMBOL:** GLO/13/21/USA (IRIS No.)

Name of Evaluator: Maryvonne Arnould and Paul McAdams **Date:** November 9, 2018

The following lesson learned has been identified during the course of the evaluation.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	A change in perceptions about child labour (primarily recognizing its prevalence and degree of acceptance in some societies) requires a profound change in mindset facilitated by community-level engagement on child labour practices. In particular, this has happened in the project in the following ways: • Communities helped formulate by-laws on child labour, indicating measures to prevent child labour and raising awareness of child labour issues among community members. • NGOs facilitated community awareness-raising information sessions on child labour for community members, employers, and municipal officials. • ILO country staff raising awareness of child labour issues in all local-level workshops, meetings, and trainings.
Context and any related preconditions	The current context in many countries is one in which child labour is considered "acceptable" or not considered to be as prevalent as the data show.
Targeted users / Beneficiaries	Community members, employers, workers' associations, NGOs, civil society organizations.
Challenges /negative lessons - Causal factors	A national level dissemination of National Child Labour Survey (NCLS) results, mostly in the form of a presentation, meeting or workshop, had a limited impact on transmitting the message to regional, district and local levels.
Success / Positive Issues - Causal factors	Although a wider dissemination of results was not considered in the project activities, in instances where dissemination of results trickled to local levels there was an increase in awareness of the importance of child labour issues, and the need to take concrete actions to end child labour.
ILO Administrative Issues (staff, resources, design, implementation)	For future projects with similar expected outputs of child labour data, a wider dissemination strategy from the outset will help strengthen local ownership of the issue, as well as empower stakeholders to act on ending child labour.

ILO Lesson Learned: Sharing of Tasks among Partners

Project Title: MAP13 Final Evaluation REPORT   **Project TC/SYMBOL:** GLO/13/21/USA (IRIS No.)

Name of Evaluator: Maryvonne Arnould and Paul McAdams   Date: November 9, 2018

The following lesson learned has been identified during the course of the evaluation.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Sharing of tasks among technical steering committee members to complete National Child Labour Surveys (NCLS) made for an efficient use of expertise. Examples of this type of collaboration include: • Assigning roles and responsibilities to committee members from the start of the project. • When analyzing NCLS data, national statistics offices have received technical assistance from statisticians seconded by different ministries. • When writing the NCLS report, committee members work in groups on assigned chapters to increase efficiency.
Context and any related preconditions	National steering committees were formed in each country in order to facilitate the development, testing, implementation, analysis, and reporting of the NCLS surveys. Effective committees had representatives from the national statistics office, relevant ministries (Labour, Health, etc.), workers' and employers' associations, NGOs, INGOs, and academia.
Targeted users / Beneficiaries	National steering committee members coordinating the publication of the NCLS surveys.
Challenges /negative lessons - Causal factors	
Success / Positive Issues - Causal factors	Working together while clearly understanding roles and responsibilities ensures that the production of the NCLS surveys is done smoothly. Furthermore, sharing tasks (such as report writing) increases the overall quality of the surveys since more than one perspective is considered when reviewing and validating data.
ILO Administrative Issues (staff, resources, design, implementation)	Guidelines can be provided to national steering committees to facilitate role sharing; discussions can be facilitated with project partners to ensure sharing of staff expertise (for example, through secondment).

ILO Lesson Learned: Increased Dialogue with Governments and Social Partners

Project Title: MAP13 Final Evaluation REPORT   **Project TC/SYMBOL:** GLO/13/21/USA (IRIS No.)

Name of Evaluator: Maryvonne Arnould and Paul McAdams   Date: November 9, 2018

The following lesson learned has been identified during the course of the evaluation.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The process to engage in dialogue with governments and social partners to develop or review national strategies, policies and programs to prevent or reduce child labour should be carefully assessed at the start of the project in order to complete project-related activities within the allotted timeframe. This is particularly important when considering the time between the production of child labour surveys and the publication of policy appraisals. An investment in additional dialogue at the start of the project might also have more comprehensively addressed the need for policy appraisals given the specific contexts of each country, since half the project countries opted to not have policy appraisals.
Context and any related preconditions	Sufficient consultation of tripartite partners and social partners at the start of the project could take into consideration several factors, including the current state of policies and planned policy reviews, as well as the level of engagement and capacity of partners.
Targeted users / Beneficiaries	Principal targeted users are ILO project management, ILO country staff, and project partners. The beneficiaries include all project stakeholders.
Challenges /negative lessons - Causal factors	There are external factors outside the project's control which may affect project implementation, such as elections/changes in government and civil unrest.
Success / Positive Issues - Causal factors	Success factors include stakeholders and beneficiaries who are motivated and empowered to commit to project activities, thereby strengthening sustainability and lasting impact of project results.
ILO Administrative Issues (staff, resources, design, implementation)	Additional planning measures when consulting with project partners and ILO country staff in the early stages of the project.

6.2 Best Practices

ILO Emerging Good Practice Template	
Project Title: MAP13 Final Evaluation report Project TC/SYMBOL: GLO/13/21/USA (IRIS	
Name of Evaluator: Maryvonne Arnould and Paul McAdams Date: November 9, 2018	
The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Over the MAP implementation period, Morocco failing to agree with the implementation agreement was replaced by Tunisia. The country came much later in the process to comply with the project timeline to gather quantitative data and conduct analysis on working children, child labour and hazardous work at national level. Tunisia's decision to publish a NCLS summary report communicating only key findings, in response to a request for information from the government, gave the NSO more time to conduct an in-depth analysis of CL issues and produce a complete report later in the project.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Time constraint and need for current CL information have led Tunisia to publish information in two-fold a synthesis report providing most relevant findings on CL and later in the project a more complete report containing more in-depth analysis.
Establish a clear cause-effect relationship	NCLS production is in line with IO2 to improve information on working children, child labour and hazardous work in Tunisia and is considered by Tunisian authorities as a credible source of information for reporting purpose. The synthesis report allows the government to access and disseminate key findings on CL to comply with request of information and guide the implementation of the National Plan on the erradication of child labour.
Indicate measurable impact and targeted beneficiaries	The production of key findings report increased the visibility on CL issues and provide information on the incidence, characteristics and the magnitude of the problem keeping CL issues on the forefront of dialogue with national stakeholders
Potential for replication and by whom	Analysis of child labour problematic, its prevalence and characterization in targeted countries, require a fair amount of analysis. Publishing a synthesis report focusing on the key most relevant results could allow NSOs more time to conduct a more in-dept analysis of CL issues s and produce a full report later in the process. Keeping with Tunisia's practice in future projects would allow NSOs to gain time for in-dept analysis of data.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Project contribute significantly to the child labour elimination wider strategy by using information to guide scaled-up and accelerated action against child labour to achieve the complete elimination of the worst forms of child labour.
Other documents or relevant comments	

ILO Emerging Good Practice Template	
Project Title: MAP13 Final Evaluation report Project TC/SYMBOL: GLO/13/21/USA (IRIS **Name of Evaluator: Maryvonne Arnould and Paul McAdams Date: November 9, 2018** The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	**Text**
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The project initial overall strategy was to link data collection and analysis, on one hand, with comprehensive policy and programmatic solutions, on the other. The Policy Appraisal (PA) reports were to serve as tools to assist national governments, social partners and civil society in the development of national strategies, policies, and programs to address child labor. Over the course of the project, some countries expressed the need to conduct special studies or to be supported by additional capacity building sessions. The level of flexibility demonstrated by ILO and the management team to adapt interventions and reorient policy appraisals towards interventions to better meet country-level needs and interests is a best practice that supports project implementation and completion.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The scope of the MAP project was perhaps ambitious. The dialogue and time needed to produce NCLS and link them to policy appraisals has in some cases underestimated delays to produce NCLS in on one hand and the process time to engage in a dialogue with the government to prioritize what can realistically be done about child labour in the target country on the other hand.
Establish a clear cause-effect relationship	MAP building block approach is built on the premise that targeted countries assume full ownership of the interventions and processes leading to NCLS and policy appraisals process. ILO ability to listen and be responsive to countries interests allowed a certain flexibility to reorient policy appraisals and align interventions to country's needs and interest.
Indicate measurable impact and targeted beneficiaries	The policy appraisal reorientation has enabled countries to go further in the analysis of specific CL issues and concerns looking either at occupational injuries (El Salvador) and hazardous work (Armenia, Georgia) and additional capacity building to strengthen the NSO capacities.
Potential for replication and by whom	Keeping with past MAP's practice to be responsive and reacting quickly to countries expressed needs would facilitate the implementation of interventions aligned with countries priorities and interests pushing further the analysis of CL issues.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Improvement of CL statistics and knowledge to assist countries in their work to design comprehensive strategies to address child labor is an integral part of the strategic plan called for under the Roadmap and under the ILO's Global Action Plan to improve child labor.
Other documents or relevant comments	ILO's Global Action Plan to improve child labor

7. Recommendations

The following recommendations are meant to improve the implementation or delivery of future programming.

Planning

122. The **initial project design should include a Theory of Change (ToC)**, presented as a simplified diagram and a short narrative that managers and senior representatives can use to present the project to stakeholders. This will strengthen all stakeholders' knowledge and buy-in of the project. Furthermore, building on its gender mainstreaming expertise, ILO should take appropriate measures and allocate sufficient resources to provide gender mainstreaming guidance to country constituents, in the context of future research projects, to ensure that a gender lense is applied when utilizing research information supplied by the NCLS.

- For whom: ILO project management team, donor
- Action needed: Include a Theory of Change and gender mainstreaming guidance in subsequent projects
- Priority: High
- Recommended timeframe: Immediate, for next project
- Resource implications: Time for ILO PMT to develop ToC (low)

123. **Inclusion in the project design of a phase-out strategy/exit strategy that identifies roles and responsibilities of government stakeholders beyond project completion**. The strategy would identify the roles and responsibilities of government stakeholders and others to disseminate child labour information generated by the project beyond the project completion. This would build a broader coalition interested in addressing child labour, which could ultimately have a greater impact in addressing CL issues in each country.

- For whom: ILO project management team, donor, country office, project partners
- Action needed: Consultation at country level for phase-out/exit strategy
- Priority: Medium
- Recommended timeframe: For subsequent projects
- Resource implications: Time to draft strategy and to consult with partners (low)

124. There should be **greater involvement of NGOs and other social partners during the initial consultation stage**. More involvement from these stakeholders, by way of learning about their experiences in addressing child labour, their perspectives on priority areas, their knowledge of sectors where children are particularly vulnerable, and their potential support in implementing the project, would help strengthen the project's nationwide buy-in and enhance overall awareness of child labour issues in each country.

- For whom: ILO project management team, ILO country staff

- Action needed: Include NGOs and social partners in consultations

- Priority: High

- Recommended timeframe: Immediate, for next project

- Resource implications: Time to consult with NGOs and social partners (low)

125. Initial project timelines **need to factor in varying technical capacities, human resources, and project portfolios among NSOs**. Such considerations may require an extended period of time to complete the project to allow for a smoother, sequential production of the main deliverables. Moreover, the process to engage in a dialogue with the government to prioritise what can realistically be done about child labour in the country may often require more time than expected.

- For whom: ILO project management team, donor

- Action needed: Carefully review project timeline

- Priority: High

- Recommended timeframe: Immediate, for next project

- Resource implications: Time to consult, assessment of government priorities (low)

Coordination

126. There should be **increased follow-up and coordination (ILO HQ and UCW) following the production of NCLS to raise awareness and ownership of the policy appraisal process by stakeholders**. Future projects could consider the establishment of a sustainable mechanism to encourage government stakeholders and social actors to follow up on CL interventions. For some countries, a more sustainable platform of exchanges to channel communications among public and social actors is needed.

- For whom: ILO project management team, ILO country staff

- Action needed: Creation of national, sustainable mechanism for partners to bridge gap between production of surveys and policy appraisals

- Priority: High

- Recommended timeframe: Immediate, for next project

- Resource implications: Time for all project partners to commit to supporting the mechanism (low)

Use and Dissemination of CL Data

127. There should be a **regular follow-up dialogue with countries on funding and human resources implications for the inclusion of regular data collection of CL statistics** into the National Statistical System (some countries have been successful in channelling funds).

- For whom: ILO project management team, ILO country staff, government (national statistics offices)

- Action needed: Include NGOs and social partners in consultations

- Priority: Medium

- Recommended timeframe: Immediate, for next project

- Resource implications: NSOs to implement further studies (medium)

128. While not part of the original project design, **a wider dissemination strategy (beyond a national-level event or workshop) can strengthen the impact of this type of project**. By undertaking a broader dissemination within each country at regional, district and local levels, government officials and NGOs working at these levels are informed about child labour issues using evidence presented in the NCLS and would therefore have a greater ability to integrate child labour issues within their work.

- For whom: ILO project management team, ILO country staff, donor, government, partners

- Action needed: Develop dissemination strategy

- Priority: Medium

- Recommended timeframe: Immediate, for next project

- Resource implications: Time to develop dissemination, human resources to implement wider dissemination across each country, development of key messages summarizing child labour data (medium)

Monitoring and Evaluation

129. Future interventions should consider the **addition of an M&E dedicated officer to support reporting and data collection,** taking into consideration the multidimensional nature of the outcomes in a research project such as the MAP.

- For whom: ILO project management team

- Action needed: Add M&E officer

- Priority: High

- Recommended timeframe: Immediate, for next project

- Resource implications: Additional human resource of M&E officer (high)

Training

130. Since a project of this nature requires NSO staff to have up-to-date knowledge on child labour definitions, concepts, and standards, as well as technical skills in current sampling methods, **on-going technical capacity building is important in order for NSOs to maintain the quality of their reports to international standards**. Furthermore, evaluation of training sessions should become standard practice at end of each training, with a follow-up within 6 months to measure skills and knowledge transferred.

- For whom: NSOs, donor, ILO PMT

- Action needed: Regular follow-up training, including evaluation mechanisms after each training

- Priority: Low

- Recommended timeframe: Immediate, for next project

- Resource implications: Assessment of NSO needs, development of training materials, implementation of training and follow-up (high)

Technical Support

131. Specific **information on the usage of child labour statistics from the UCW website needs to be collected** in order to provide evidence that child labour data is being used to support policy review, policy formulation, research, and in support of program and project development on a global scale. Information gathered from website usage on the UCW website should, at a minimum, include the type of user (researcher, government, civil society organization, etc.) and the ways in which the child labour data accessed from the UCW site is used by asking users about the purpose of their queries.

- For whom: UCW

- Action needed: Gather user information from UCW website

- Priority: Low

- Recommended timeframe: As soon as possible

- Resource implications: Gathering and managing website usage statistics (medium)

132. Since the technical capacities to upload information, statistics, and other survey-related information varies greatly between countries, there should be **IT support to include CL data on partners' websites**.

- For whom: NSOs, government ministries, ILO PMT

- Action needed: Regular IT support

- Priority: Low

- Recommended timeframe: Immediate, for next project

- Resource implications: ILO to provide IT support to NSOs and ministries (low)

133. The transition from paper-based data collection methods to digital means (using tablets) is a pivotal strategy that is known to improve quality of data and save time in data collection and cleaning. If countries in future projects are using paper-based methods, efforts should be put in place **to ensure a transition to digital methods**.

- For whom: NSOs

- Action needed: Tablets instead of paper for data gathering

- Priority: Low

- Recommended timeframe: Already ongoing in some countries

- Resource implications: Difficult to assess, since some NSOs/governments may have funding from other ILO project or other sources that support transition to tablets (not applicable)

Appendices

Appendix 1: Terms of Reference

International
Labour
Organization

Terms of Reference
For
Independent Final Evaluation

Global Research on Child Labour Measurement and Policy Development (MAP)

Project Title:	Global Research on Child Labor Measurement and Policy Development (MAP)
USDOL Appropriation No.:	2501651314AD20140165000314MILAB0M0000MILB00MILIFHM9K111410043
US Fiscal Year:	2013
Cooperative Agreement No.:	IL-24934-13-75-K
Project Agreement No.:	
ILO Project DC Code:	GLO/13/21/USA
Geographical Coverage:	Global: Armenia, El Salvador, Ethiopia, Georgia, Jamaica, Malawi, Peru, Tanzania, Tunisia and Paraguay.
Project Language(s):	English
Starting Date:	November 15, 2013
Completion Date:	November 14, 2018
Duration:	60 months
Executing Agency:	ILO/FPRW/IPEC
Partner agencies:	Within each country: Ministries of Labor, Social Development/Welfare, Education, Agriculture, Commerce, Foreign Affairs, Public Health; employers' organisations, workers' organisations; International organisations; local and national NGOs; and research agencies.
USDOL Contribution (Federal Share):	US$ 7,000,000
Cost shared Contribution (Non-federal Share):	N/A

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List of Abbreviations	
ACU	Azerbaijan Children Union
CL	Child Labour
CLEAR	Country Level Engagement and Assistance to Reduce Child Labour
CMEP	Comprehensive Monitoring and Evaluation Plan
CSA	Central Statistics Agency
CTA	Chief Technical Adviser
DGEEC	Dirección General de Estadísticas, Encuestas y Censos (Paraguay)
DIGESTYC	Dirección General de Estadística y Censo (El Salvador)
EEO	Ethiopian Employers Organizations
EHPM	Encuesta de Hogares por Muestreo
ETU	Ethiopian Trade Union
FUNDAMENTALS	ILO/Fundamental Principles and Rights at Work branch
GAP	Global Action Programme
Geostat	National Statistics Office of Georgia
HCP	High Commissioner for Planning
HCP	Haut Commissariat au Plan (Morocco)
HQ	Headquarters
ICHD	International Centre for Human Development
ILFS	Integrated Labour Force Survey
ILO	International Labour Organization
INEI	Instituto Nacional de Estadística e Informática (Peru)
INS	Institut National des statistiques (Tunisia)
IO	Immediate objective
IPEC	International Programme on the Elimination of Child Labour
IR	Internal Review
LSMS	Living standards measurement survey
MAP	Measurement and Policy Development project
MoL	Ministry of Labour
MTR	Mid-Term Review
NAP	National Action Plans on Child labour
NBS	National Bureau of Statistics Tanzania
NCLS	National Child Labour Survey
NGO	Non-Governmental Organization
NSC	National Steering Committees on Child labour
NSOs	National Statistical Offices
NSS	National Statistical Service of the Republic of Armenia
OECD/DAC	Organization for Economic Cooperation and Development/Development Assistance Committee
PI	Principal investigator
PMP	Project Monitoring Plan
RA	Rapid Assessment
SDG	Sustainable Development Goals
SIMPOC	Statistical Information and Monitoring Programme on Child Labour

List of Abbreviations	
STAT	ILO Bureau of Statistics
STATIN	Statistical Institute of Jamaica
TCS	Technical Committee of the Survey
ToR	Terms of Reference
TPR	Technical Progress Report
UCW	Understanding Children's Work Programme
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations Children's Fund
USDOL	United States Department of Labour
WFCL	Worst Forms of Child Labour

I. Background information

The ILO

1. The International Labour Organization (ILO) is the United Nations specialized agency dealing with work and workplace issues, and related rights and standards. The ILO is the only tripartite UN agency, founded in 1919, that brings together government, workers and employers' representatives of 187-member States to set labour standards, develop policies and devise programs that promote decent work for all women and men. Its overarching goal is to achieve decent work for all so everyone benefits from working conditions that offer freedom, equity, security and human dignity. In working towards this goal the ILO has four principal strategic objectives: To promote and realize standards, and fundamental principles and rights at work, to create greater opportunities for women and men to secure decent employment, to enhance the coverage and effectiveness of social protection for all, and to strengthen the relationship between governments, workers' and employers' organizations and encourage social dialogue.

USDOL – OCFT

2. The Office of Child Labour, Forced Labour, and Human Trafficking (OCFT) is an office within the Bureau of International Labour Affairs (ILAB), an agency of the U.S. Department of Labour (USDOL). For more than two decades, ILAB, through OCFT, has been a global leader in efforts to eliminate the worst forms of child labour and the related abuses of forced labour and human trafficking. OCFT works to promote the elimination of child labour and forced labour through policy engagement, research, and technical assistance projects. ILAB's technical assistance projects provide meaningful educational alternatives to children, improve labour law enforcement, raise awareness about child labour, forced labour, and human trafficking, strengthen livelihoods for at-risk families, and work to increase the capacity of governments, the private sector, and civil society organizations to address these issues. These programs are complemented by unparalleled, in-depth research and reporting as well as effective engagement with governments, workers, and companies to eliminate these abuses and keep products made under exploitative labour conditions out of the U.S. market.

Child labour in context

3.   International standards defines child labour as work that is hazardous, demands too many hours or is performed by children who are too young. Child labour puts the well-being of children at risk; it deprives them of their time for childhood play or denies them their right to an education. While there has been some success in addressing child labour, the challenge remains immense

  - Global: Approximately 151.6 million children between the ages of 5 to 17 are engaged in child labour around the world;

  - Region: Child labour is most prevalent in Africa (19.6 per cent), followed by the Asia and Pacific region (7.4 per cent) and the Americas (5.3 per cent);

  - Hazardous work: Nearly half of these children perform hazardous work that places their health, safety or moral development at risk (72.5 million);

  - Gender: The latest data in child labour by sex reveals that in 2016 boys (87.5 million) were more often involved than girls (64.1 million). However the data does not take into consideration household chores in which the responsibility falls more on girls;

  - Heightened risk: The risk of children in child labour is heightened from those whose countries are affected by conflict and disasters;

  - Sector: Most children in child labour (70 per cent) are working in the agriculture sector (subsistence and commercial farming, and herding livestock).

4.   The Sustainable Development Goals (SDGs) addresses a renewed global effort to eradicate child labour. In particular, target 8.7 calls on the global community to, "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." This indicator calls for joint action on child labour and forced labour. In addition, ILO has initiated and is supporting the implementation of the Alliance 8.7 as a global institutional framework to support elimination of CL and FL (https://www.alliance87.org/).

The MAP Project

5.   The aim of the MAP Project is to contribute significantly to the child labour elimination wider strategy by using information to guide scaled-up and accelerated action against child labour to achieve the complete elimination of the worst forms of child labour. In particular, MAP intended to be an integral part of the strategic plan called for under the Roadmap and under the ILO's Global Action Plan to improve child labour statistics and knowledge as a way to assist member States and countries take effective actions against child labour. The Project would promote the regular generation of data on child labour and the effective use of this data in the design of comprehensive policies and programs aimed at addressing child labour.

6.   The project is implemented by the ILO FUNDAMENTALS branch, Research and Evaluation Unit that work on the four fundamental principles and rights at work (child

labour, forced labour, discrimination and freedom of association and collective bargaining) in coordination with ILO Country Offices of the targeted countries.

7.   *MAP's Development Objective* is to build critical knowledge and capacity for accelerating progress against child labour in targeted countries. More precisely, this project aims to deepen countries' understanding of child labour by supporting: (a) data collection and analysis on child work, and child labour in hazardous work at a national level in 10 countries and at sectoral level in one country, while building the capacity of host governments to conduct future data collection, research and analysis in these areas; and (b) updates to statistics for core indicators on children's work and education in approximately 100 countries based on the availability of new survey datasets.

8.   The Project was structured around achieving four overall outcomes as shown in Table 1 below:

9.   *Table 1: MAP Immediate Objectives*

Four immediate objectives (IO) of MAP	
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.

10.   In order to increase capacity of the host governments to conduct data collection and analysis on child labour, the Project worked in close cooperation with each host government's national statistical office, Ministry of Labour, Ministry of Education, other relevant government agencies, social partners and civil society on all project components, including research design, survey implementation, and data analysis. In addition to building national capacity, the research and deliverables from this project were designed to support host governments in their work to frame comprehensive strategies to address child labour, either nationally or in a particular sector, including through the development of targeted policies and programs.

11.   The countries of focus of the MAP project are Tunisia, Malawi, United Republic of Tanzania, 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 is on mixed-methods analysis of children living in Roma communities.

12.   Project expected outputs include:

    ▫ 9 household-based national child labour surveys.

    ▫ 1 sector-specific child labour survey in the agricultural sector.

    ▫ National statistical programmes integrate the promotion of the collection of statistical information on child labour as an integral part of their work.

    ▫ 10 national child labour survey reports.

    ▫ 10 country policy appraisal reports aimed at assisting governments, social partners and civil society in the development of national strategies, policies /programs to address CL.

    ▫ Institutional capacity development through nationally representative surveys on child labour and subsequent data analysis.

    ▫ Two mixed-methods reports on children living in Roma communities (Serbia and Azerbaijan).

    ▫ Enhancement of 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 ILO, UNICEF, World Bank and other concerned groups aimed at promoting progress towards harmonizing information collected on child labour and towards standardized indicators.

13.   ILO/FUNDAMENTALS is currently implementing the Project Measurement, Awareness-Raising, and Policy Engagement to Accelerate Action against Child Labour And Forced Labour (MAP16). This project is funded by USDOL and one of its components works on improving the knowledge base on child labour (i.e. Development of tools and methodologies and research) targeting especially the NSOs.

II. Background, Purpose and Scope of the evaluation

Evaluation background

14.   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 with the relevant donor at the time of the project design and during the project as per established procedures.

15.   Evaluations of ILO projects have a strong focus on utility for the purpose of organisational learning and planning for all stakeholders and partners in the project. The present Terms of Reference are based on inputs from key stakeholders, received by ILO in the consultation process, including those received from the donor.

16.   The project has undergone a mid-term review in April 2016, supported by an independent facilitator, which identified the following recommendations:

      □   Consideration for how institutional and partner capacity development is assessed in the long term.

      □   Further coordination on policy appraisals, including preparing a theory of change for how survey results could lead to change.

      □   Involving representatives from ministries of agriculture in steering committees, given that child labour in agriculture is often the largest sector where boys and girls are found, and agriculture frequently presents challenges with regard to attitudes towards children working on family farms or 'helping out'. Policy interventions should strive to focus on how operationally child labour could be mainstreamed into other sectors.

      □   Key messages at the national level to be developed to popularize MAP mainstream child labour operationalization, particularly the NCLS reports.

Purpose/Objectives

17.   The purpose of the final evaluation is to provide insights into the coherence, relevance, effectiveness, efficiency, sustainability and impact of the intervention. It is also intended to be forward looking and provide recommendations, lessons learned and emerging good practices for improved decision-making.

18.   The evaluation will respond to the following overall objectives:

      □   Establish the relevance and coherence of the project design and implementation strategy;

      □   Assess the extent to which the project has achieved its stated objectives at outcome and impact level and to identify the supporting factors and constraints that have led to this achievement or lack of achievement;

      □   Identify unintended changes, both positive and negative at outcome and impact levels, in addition to the expected results;

      □   Determine the implementation efficiency of the project;

      □   Assess the sustainability strategy identifying the processes that are to be continued by stakeholders;

      □   Identify lessons learned and potential good practices;

      □   Provide recommendations for ILO constituencies, the ILO and the donor.

Scope

19.   The evaluation will focus on the MAP programme mentioned above, its achievements and its contribution to the overall project objectives. The evaluation should focus on all the activities that have been implemented since the start of the projects to the moment of the evaluation field visits and take into consideration the mid-term review of this project.

20. The evaluation should look at the programme as a whole, including issues of initial project design, implementation, lessons learned, replicability and scalability and recommendations for future similar or related programmes such as MAP16.

21. The analytical scope should include identifying levels of achievement of objectives and explaining how and why they have been attained in such ways (and not in other alternative expected ways, if it would be the case). The purpose is to help the stakeholders to learn from the final evaluation.

22. The scope of the evaluation will be all 12 target countries: Armenia, El Salvador, Ethiopia, Georgia, Jamaica, Malawi, Peru, Tanzania, Tunisia, Paraguay, Serbia and Azerbaijan. The entire evaluation process, including the final presentation and submission of the evaluation report, will be from July to October 2018.

Clients

23. The main clients of the evaluation are:

   □ The ILO Constituents in the targeted countries (Ministries of Labour, Social Development/Welfare, Education, Agriculture, Commerce, Foreign Affairs, Public Health; employers' organisations, workers' organisations), particular the CL National Steering Committees when this institutions operate;

   □ The implementing partners (National Statistical Offices and Child Labour Committees);

   □ The Donor (USDOL);

   □ ILO FUNDAMENTALS (i.e. Research and Evaluation Unit) and other related Departments;

   □ ILO Country Offices in the target countries.

III. Evaluation criteria and questions and other suggested Aspects to be addressed

24. The evaluation will apply the five OECD/DAC criteria for evaluation. Questions will cover (i) relevance (e.g. "fit for purpose") (ii) effectiveness (iii) efficiency, (iv) orientation towards impact and (v) sustainability of the results and, additionally (vi) coherence and validity of the project approach.

25. 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. The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies assessing the relevance, coherence, effectiveness, efficiency, sustainability and impact through gender-sensitive evaluation indicators, methodology and data gathering techniques. All data should be sex-disaggregated. The different needs of individuals and of marginalized groups targeted by the programme should be considered throughout the evaluation process and findings should be included in the report on these aspects.

26. A tentative list of questions can be found in annex 1 of the ToR. Other aspects can be added as identified by the evaluation team in accordance with the given purpose and in consultation with the evaluation manager. The evaluation instrument (summarised in the inception report) should identify the general areas of focus listed here as well as other priority aspects to be addressed in the evaluation.

27. The evaluation should be carried out in adherence with the ILO policy guidelines for results-based evaluation available at http://www.ilo.org/eval/Evaluationguidance/WCMS_168289/lang--en/index.htm and with specific ILO Policy Guidelines for Evaluation and related Guidance Notes, and the OECD/DAC Evaluation Quality Standard.

V. Evaluation Methodology

28. In order to enhance usefulness and impartiality of the final evaluation, multiple methods will be used to collect relevant evidence and to ensure triangulation of information. Adequate time will be allocated to plan for collection and analysis of data and information. The proposed methodology will include:

   □ Review of documents related to the project, including the initial project document, progress reports, technical assessments and reports, project monitoring and evaluation documents.

   □ Review of technical products and other publications used or developed by the project, if any.

   □ Review of other relevant documents such as the Decent Work Country Programmes, relevant national policies and programme strategy, national laws and regulations on employment. A comprehensive list of references will be provided by the evaluation manager to the evaluation team.

   □ Meetings with ILO Country Office Management teams and Country Directors, Project staff, backstopping Programme Officers and DWT Specialists both at HQ and in key regional offices, other project/programme staff of the country office as necessary.

   □ Interviews with other key project stakeholders at the National level e.g. concerned officials/representatives of tripartite constituents, selected National Steering Committee Members and donor representatives. A standard set of questions will be prepared by the Evaluators in aid of the conduct of interviews.

   □ Conduct country missions, interview and focus group discussion with key stakeholders.

   □ Conduct stakeholders' workshop to validate information and data collected through various methods organized by the Project Management Team with assistance from the ILO Country Offices to share the preliminary findings at both global and national levels. The draft evaluation report will be shared with relevant stakeholders.

29. A detailed methodology will be elaborated by the evaluation team on the basis of this TOR, a desk review and initial meetings with project management team and documented in the Inception Report. This report will be subject to the approval of the

evaluation manager. While the evaluation team can propose changes in the methodology, any such changes should be discussed with and approved by the evaluation manager in consultation with EVAL Office, provided that the desk review and preliminary analysis suggest changes and that the indicated range of questions is addressed, the purpose maintained and the expected outputs produced at the required quality.

30. The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis, and if possible within the evaluation team. Moreover the evaluators should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report.

31. The evaluation team leader will be asked to include in the inception report the evaluation instruments that will be used for the data collection.

32. The evaluation team leader will discuss with the ILO evaluation manager, ILO relevant official, the donor representatives and key stakeholders through conference calls or face-to-face interviews during the desk review phase.

33. The evaluation team will undertake field visits to a maximum of six targeted countries and covering the remaining countries through online interviews and/or electronic surveys. The selection of countries will be done during the inception phase and will take into consideration the results from the on-going assessment of project planned outcomes in the targeted countries (draft report expected on 2-6 July). Other selection criteria, such as identification of extreme cases, regional coverage, and national stakeholder engagement will be used. For all countries the evaluator/s will conduct interviews with project representatives from the national statistical offices, selected members of CL National Steering Committees or similar stakeholders, and relevant country related ILO officers. In the visited countries the evaluator will facilitate a stakeholder workshop towards the end of the field visits.

34. A final stakeholder workshop will be organized in Geneva to be attended by ILO-MAP project staff, other relevant ILO officers, and the donor as appropriate. These will be an opportunity for the evaluation team to present the evaluation findings for verification and discussion, present recommendations and obtain feedback. This workshop will take place towards the end of the evaluation process. The evaluation team leader will be responsible for organizing the methodology of the workshops. The identification of the number of participants of the workshops and logistics will be supported by the project team in consultation with the evaluation team leader.

35. The team leader will be responsible for drafting and finalizing the evaluation report. The findings of the evaluation team will incorporate the feedback from the stakeholder workshops. The draft report will be circulated to stakeholders in English for their feedback and comments. The team leader will further be responsible for finalizing the report incorporating any comments from stakeholders as appropriate.

V. Expected Outputs of the Evaluation

36. The expected outputs to be delivered by the evaluation team are:

- Preparation of an inception report centred on the evaluation instrument, including a desk review of appropriate material and reflecting the combination of tools and detailed instruments needed to address the range of selected aspects, with particular focus on gender. The instrument needs to make provision for the triangulation of data where possible. The inception report will include the matrix of evaluation questions;

- Interviews and consultations with relevant stakeholders including country visits and online meetings. Feedback meetings with stakeholders at the end of the each country visit will be facilitated by the evaluator, focusing on the preliminary findings of observations of country-level achievements and constraints;

- Stakeholder workshop at ILO Geneva to present the final results of the evaluation to ILO, USDOL and other relevant stakeholders.

- Draft evaluation report, including:

  - Executive Summary, following the relevant template and with inclusion of the findings, conclusions and recommendations;

  - Background;

  - Methodology and limitations;

  - Clearly identified findings;

  - A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected);

  - Clearly identified conclusions and recommendations (identifying which stakeholders are responsible);

  - Lessons learned and potential good practices following the relevant templates;

  - Appropriate Annexes including present TORs;

- Final evaluation report incorporating feedback from stakeholders.

37. The total length of the report should be a maximum of 35 pages for the main report, excluding annexes; additional annexes can provide background and details on specific components of the project evaluated. The report should be sent as one complete document and the file size should not exceed 3 megabytes. Photos, if appropriate to be included, should be inserted using lower resolution to keep overall file size low.

38. All drafts and final outputs, including supporting documents, analytical reports and raw data should be provided both in paper copy and in electronic version compatible for Word for Windows. Ownership of data from the evaluation rests jointly with ILO and the consultants. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the

written agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

39.   The draft final report will be circulated to key stakeholders (those participants present at stakeholder evaluation workshop will be considered key stakeholders), including project staff and the donor for their review. Comments from stakeholders will be consolidated by the evaluation manager and provided to the evaluation team leader. In preparing the final report the team leader should consider these comments, incorporate as appropriate, and provide a brief note explaining why any comments might not have been incorporated.

The team responsibilities and profile

40.   The evaluation will be carried out by a team which consists of an international evaluator acting as a team leader and one international evaluation team member. The evaluation team leader is responsible for drafting and finalizing the evaluation report. The evaluation team member will support the team leader in preparing the field visit, during the field visit and in drafting the report. The evaluation team leader will have the final responsibility during the evaluation process for the outcomes of the evaluation, including the quality of the report and compliance with deadlines.

41.   The evaluation team will consist of two international evaluation consultants.

   - Evaluator 1 and 2 (International evaluation consultants):

     - <u>No previous involvement in the project under evaluation</u>.

     - Relevant background in social and/or economic development.

     - At minimum of 8 years of professional experience in the conduct evaluation of development projects, in particular with policy level work, policy level analysis, institutional building and local development projects.

     - Experience in evaluations in the UN system or other international context as team leader

     - Relevant experience in at least 2 of the three regions covered by the project.

     - Experience in the area of child labour issues and rights-based approaches in a normative framework and operational dimension are highly appreciated.

     - Experience in the UN system or similar international development experience including preferably international and national development frameworks in particular PRSP and UNDAF.

     - Fluency in English is essential and fluency in French or Spanish is as asset.

     - Experience facilitating workshops for evaluation findings.

Evaluation Timetable and Tentative Schedule

42.   The total duration of the evaluation process including submission of the final report should be within two months from the end of the field mission.

43.   The timetable is as follows:

Phase	Responsible Person	Tasks	No of days		Dates	Output
			Evaluator 1	Evaluator 2		
I Inception report	Evaluator 1/ Evaluator 2	1. Briefing with evaluation manager 2. Desk Review of programme related documents 3. Preliminary interviews with MAP CTA, UCW, donor. Submission of inception report with selected countries for field visits	8	6	2-13 Jul	Inception report
II Field mission	Evaluator 1/ Evaluator 2	4. Field visits in 6 countries for consultations with programme staff, NSOs, and other takeholders. Debriefings as required 5. Online meetings with programme staff, NSOs and other relevant stakeholders in 4 remaining countries 6. Consultations with project staff/management at HQ (Geneva and Rome) 7. Interviews with the donor	18	18	30 Jul-14 Sep	See next phase
III Validation workshop	Evaluator 1/ Evaluator 2 with logistical support by project	8. Workshop for sharing of preliminary findings	2	2	tbd	Stakeholders workshop
IV Report drafting	Evaluator 1/ Evaluator 2	9. Draft report based on consultations from field visits, online meetings and desk review	12	10	5 Oct	Draft report
V Review of draft report		10. Draft report circulated by the EM for comments from the stakeholders	0	0		
VI Final evaluation report	Evaluator 1/ Evaluator 2	11. Finalize the report including explanations on why comments were not included	7	5	29-31 October	Final evaluation report
TOTAL			47	41		

TL: Team leader   TM: team member

Sources of Information and Consultations/Meetings

44.   The following sources should be consulted:

Available at HQ and to be supplied by EVAL	• Project document • MTE report • ILO and UNEG guidelines
Available in project office and to be supplied by project management	• Technical progress reports/status reports • Baseline and endline reports and studies • Project monitoring plan • Technical and financial reports • Other studies and research undertaken • Project files • National Action Plans

45.   Consultations/meetings will be held with:

◻ Project management and staff;

◻ ILO/HQ and regional backstopping officials;

◻ National Statistical Offices' representatives, and Steering Committee members;

▫ Government stakeholders (e.g. representatives from Ministry of Labour, Social Development etc.);

▫ Social partners Employers' and Workers' groups;

▫ USDOL (by telephone);

▫ US Embassy staff (as appropriate).

Final Report Submission Procedure

46. For independent evaluations, the following procedure is used:

▫ The evaluation team leader will prepare a draft report, and will submit it to the evaluation manager for its first review. Once the report meet quality standards, the evaluation manager will circulate the draft report to stakeholders for comments. Once received and consolidated by the evaluation manager, these will be sent to the consultant for further action.

▫ The evaluator will submit a revised draft report to the evaluation manager, who will ensure its quality. Once approve by the evaluation manager, the report will be submitted to ILO/EVAL in Geneva for final approval.

VI. Resources and Management

Resources

47. The resources required for this evaluation are:

▫ For Evaluator 1:

◆ Fees for an international consultant for 47 work days;

◆ Fees for local DSA in project locations;

◆ Travel from consultant's home to field sites in line with ILO regulations and rules.

▫ For Evaluator 2:

◆ Fees for an international consultant for 41 work days;

◆ Fees for local DSA in project locations;

◆ Travel from consultant's home to field sites in line with ILO regulations and rules.

ANNEX I: Suggested Aspects to Address [note]	
Criterion: Relevance	• Is the strategy and approach of the project still relevant for the project objectives? Have there been any changes in strategies? • Are the project's original assumptions related to each of its Immediate Objectives (IO) still valid? • How relevant has the project been towards developing national capacities for reporting on the Indicator 8.7 (SDG 8)?
Criterion: Coherence and validity of the design	• Was the refined after the midterm review project Theory of change useful to guide project implementation? • 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)? • Were the problems and needs were adequately analysed? Were the needs, constraints, resources and access to project services of the different beneficiaries clearly identified, taking gender issues into concern? • Has the project taken into account the institutional arrangements, roles, capacity and commitment of stakeholders? • To what extent were external factors/ assumptions identified at the time of design has and have been based proven to be true? • Are the time frame for project implementation and the sequencing of project activities planned logical and realistic? • Is the strategy for sustainability of project results defined clearly at the design stage of the project?
Criterion: Implementation and achievement	• What are the results achieved to date within each immediate objective? • Are project partners (in particular National Statistical Offices) able to fulfil the roles expected in the project strategy? Are there any capacity challenges (human resources, funding, etc.)? • 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 results and how did the project deal with these external factors? • Were there any significant delays in implementation and sequencing of event affected the achievement of the project results? If so, how could any such delays be avoided in the future? Are there any emergent good practices to consider? • Have significant measures been adopted by the Project Management to overcome any constraints to achieve the project results?
Criterion: Efficiency	• To what extent have the interventions been cost efficient in the target countries (relation expenditures versus outputs)? • How significant were the counterpart (cost) contribution of stakeholders into the implementation of activities taking into account the perceived benefits of their constituents? • Would additional administrative staff have facilitated project oversight? • How could the budgeting process be improved? • How effectively has the project leveraged resources (e.g., by collaborating with other ILO initiatives and other projects)?
Criterion: Sustainability	• How can be expected that the outcomes of the project can be sustained and further used? • Has national ownership been promoted? • Are the linkages to broader sectorial and national action been made?

ANNEX I: Suggested Aspects to Address [note]	
	• Is the phase-out strategy for the project in place and under implementation? • How effective has the project been at stimulating interest and participation in the project at national level?
Criterion: Orientation towards impact	• 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? • How has the project implementation contributed to facilitate the government's engagement in data collection and analysis? • How has the project interacted and possibly influenced national level policies, debates and institutions working on child labour?

Note: The evaluation team should also include questions that assess the relevance, coherence, effectiveness, efficiency, sustainability and impact of gender-related strategies and outcomes to improve lives of women and men as a result of the project interventions.

Appendix 2: Evaluation Matrix

Criteria, questions and sub-questions [1]	Indicators	Data sources	Data collection methods
1. Relevance			
1.1 To what extent is the project strategy and approach still relevant to its objectives?			
• How relevant is the project in its current iteration? • Have there been any changes in strategies and approaches? If there were any changes, what steps were taken to establish these changes? • For any project strategies or approaches that were changed, who was consulted? Was a gender analysis conducted to examine the gendered impacts? • How relevant was the project's gender mainstreaming strategy to identify gender concerns and limitations to access decent work?	Perception of MAP stakeholders and ILO staff on relevance of project strategy and approach • PMP indicator 4.1. Relevance of policy appraisals (and other activities replacing policy appraisals) • PMP indicator 4.2. Usefulness of policy appraisals (and other activities replacing appraisals)	• ILO project management team • ILO Country Office staff • Country stakeholders • Project files and Technical Progress Reports • Gender assessments, Manual for National Child Labour Survey Report Section III	• Key informant interviews (KIIs) • Focus group discussions (FGDs) • Desk review
1.2 To what extent are the project's original assumptions related to each Immediate Objective (IO) still valid?			
• Are the original project assumptions still valid? If not, what has changed? • Did the original assumptions take gender into consideration?	Perception of ILO staff and stakeholders on the validity of assumptions	• ILO project management team • ILO Country Office staff • Country stakeholders • Project files and Technical Progress Reports	• KIIs • Desk review
1.3 How relevant has the project been in developing national capacities for reporting on the Indicator 8.7 (SDG 8)?			
• To what extent is the MAP project aligned to national capacities need to report on the SDG 8.7? • What national capacity changes happened as a result of working on MAP? • How well did the project respond to national capacity needs to address SDG 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)	• Project's degree of alignment to national capacities needs to report on SDG 8.7 • Level of satisfaction of country stakeholders with the capacity building process and with support provided by ILO MAP • Type of measures adopted to eradicate child labour in all its forms • Evidence of ratification and implementation of fundamentals ILO labour standards and compliance in law and practice	• ILO project management team • ILO Country Office staff • Country stakeholders • Project files and Technical Progress Reports • SDG 8.7 • Country ratification and implementation of ILO standards	• KIIs • FGDs • Desk review
2. Coherence and validity of the design			
2.1 To what extent were the refined ToC (post MTE) and revised PMP helpful in supporting project implementation?			
• What else could have been done to maximize project implementation? • How was the ToC used to guide project activities? • How was the revised PMP used to guide project activities? • Was gender considered in the development of the refined ToC and revised PMP? How so?	• Evidence that the refined ToC support project implementation • Evidence that the revised PMP support the project implementation • Perception of ILO staff and stakeholders on the adequacy of the refined TOC and revised PMP	• ILO staff • NSO staff • Country stakeholders • Project files and Technical Progress Reports	• KIIs • Desk review
2.2 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)?			
• Were the project objectives clear? • Were the activities and schedule clear? • Were the required resources clearly allocated? • Do the project objectives and outcomes adequately include gender concerns?	• Degree of clarity of project objectives • Adequacy of project timeline (schedule) to achieve project objectives • Adequacy of human and financial resources to achieve project objectives • Evidence of gender mainstreaming in objectives and outcomes	• ILO staff • NSO staff • Country stakeholders • Project files, PMP and Technical Progress Reports	• KIIs • Desk review

Criteria, questions and sub-questions [1]	Indicators	Data sources	Data collection methods
• Was the project structure logically implemented and the sequencing of planned project activities logical and realistic? • How realistic were the original project timelines and sequencing of events? • What mechanisms were put in place to ensure adherence to the project timelines?			
2.3 To what extent were the problems and needs adequately analyzed?			
• Were the needs, constraints, resources and access to project services of the targeted countries clearly identified? • Was a needs analysis and/or baseline study carried out that specifically addresses gender issues?	• Type of problems identified • Type of needs identified • Evidence of ability to analyze problems and explore solutions • Type of collaborative initiatives to identify solutions	• ILO staff • NSO staff • Country stakeholders • Project files	• KIIs • Desk review
2.4 Has the project taken into account the institutional arrangements, roles, capacity and commitment of stakeholders?			
Were all parties (ILO, NSO, other government agencies, partners and other stakeholders, donor) aware of their roles and responsibilities throughout the project?	Degree of project coherence with institutional human and financial capacities in targeted countries	• ILO staff • NSO staff • Country stakeholders • Technical Progress Reports, Cooperation agreement signed with host countries	• KIIs • Desk review
2.5 To what extent were external factors/assumptions identified at the time of design has and have been based proven to be true?			
• What are the initial external factors/assumptions that are still valid? • What are the initial external factors/assumptions that are no longer valid?	• Perceptions of project stakeholders on the adequacy of project assumptions and external factors identified during the design phase • Evidence of change in external factors/assumptions since project design	• ILO staff • NSO staff • Country stakeholders • Project proposal	• KIIs • Desk review
2.6 Is the strategy for sustainability of project results defined clearly at the design stage of the project?			
• What strategies were put in place to ensure sustainability of efforts? • Are there country-specific sustainability strategies? • What role did the partner institutions have in developing the sustainability strategy?	• Degree to which sustainability of project is described and measurable • Clear country-specific approaches articulated for integrating child labour indicators into regular data collection activities • Materials and resources on child labour measurement established for regular reference, follow-up and refresher training • Datasets are used to inform policy dialogue on and action against child labour	• Project Sustainability Matrix (Project Proposal) • Technical Progress Reports	• Desk review • KIIs
3. Implementation and achievement (effectiveness)			
3.1 What are the results for each IO (as per revised PMP Performance) for the 10 MAP countries?			
• What evidence-based changes occurred since the mid-term and Endline reports? • How effective was the project in achieving its intended outcomes (immediate objectives)? • How effective was each of the immediate objectives, considering each country's contexts and needs?	Number and type of results (IO) achieved, both quantitative and qualitative as per revised PMP PO A: • Number of countries where government, social partners, or other key stakeholders have conducted CL or forced labour research or data collection. • Number of countries that have institutionalized in the NSO planning the regular production of data on CL.	• Technical Progress Reports • ILO • UCW • Country stakeholders • National Steering Committees • Endline assessment report, MTR, TPRs, PMP	• KIIs • FGDs • Desk review

Criteria, questions and sub-questions [1]	Indicators	Data sources	Data collection methods
	• Number of countries that have included CL outcomes and indicators as an area of analysis in impact evaluations, institutional monitoring and evaluation systems, and evaluations/assessments of poverty reduction, development or educational strategies.		
	PO B: • Number of project countries/institutions that have taken action after capacity-building activities and improved information on working children, CL, and child labour in hazardous work in each target country or sector being made available • Percentage and type of policy recommendations adopted into CL policies at national and sectoral level • Number of legislation measures adopted from recommendations from the policy appraisals		
3.2 Are project partners (in particular National Statistical Offices) able to fulfil the roles expected in the project strategy?			
• Are there any capacity challenges (human resources, funding, etc.)? • Are there any aspects of their roles they have been unable to fulfil? • Do project partners have adequate gender expertise to carry out gender related objectives? • Have project partners coordinated with relevant agencies? • Have project partners generated CL statistics in accordance to project objectives? • Have project partners developed new CL knowledge?	• Evidence of coordination with other agencies -PMP indicator 1.7. Coordination with other agencies • Evidence of new knowledge and information on CL generated by NSO • Level of gender expertise among project partners	• NSO staff • Technical Progress Reports	• KIIs • Desk review
	• PMP indicator 1.8. CL statistics generation • PMP indicator 1.9. Generation of new knowledge on CL • PMP indicator 1.10. Production of CL statistics (NSO data collection and budgetary provisions) • PMP indicator 1.11. Retention of trained staff		
3.3 Is the appropriate training and guidance provided to project partners (in particular to National Statistical Offices) by the project? Other areas that need to be covered?			
• How effective was the project in providing technical guidance to project partners? • How effective was the project in building skills and capacity of National Statistical Offices? • Was gender taken into consideration during all aspects of training and guidance (selection of training participants, diversity of trainers, inclusion of gender in training, etc.)?	• Level of satisfaction of project partners with regards to the technical guidance provided by the ILO • Level of satisfaction on National Statistics Offices with regards to skills and capacity acquired • Type of new skills acquired • Type of skills still needed • Quality of training/curricula (content, methods) for preparing National Statistical Offices • Evidence of gender mainstreaming in training and guidance	• NSO staff • National Steering Committees • Training workshop reports • Technical Progress Reports	• KIIs • Desk review
	• PMP indicator 1.1. Use of knowledge in CL by NSOs • PMP indicator 1.2. Diversification of skills by NSOs • PMP indicator 1.3. Knowledge of CL measurement with focus on HCL • PMP indicator 1.12. Continuous update of skills		

Criteria, questions and sub-questions [1]	Indicators	Data sources	Data collection methods
3.4 How did positive and negative factors outside of the control of the project affect project results and how did the project deal with these external factors?			
• What positive and negative factors affected the project? • How were these factors addressed? • Were the gendered impacts of any changes resulting from the positive and negative factors considered?	• Type of external/internal factors that influenced project implementation • Type of problems or bottlenecks encountered over the course of the project • PMP indicator 1.13. External factors affecting the future production of CL data • PMP indicator 2.10. Type of factors that affected demand and interest of stakeholders in CL data	• ILO staff • NSO staff • Country stakeholders • Technical Progress Reports	• KIIs • FGDs • Desk review
3.5 Were there any significant delays in implementation and sequencing of events affected the achievement of the project results?			
• If there were delays, how could any such delays be avoided in the future? Are there any emergent good practices (in reducing delays and sequencing) to consider? • If there were delays, what were the causes?	• Type and duration of delays experienced by the project • Existence of best practices to reduce delays occurrence	• Technical Progress Reports • ILO staff • NSO staff • Country stakeholders	• Desk review • KIIs • FGDs
3.6 Have significant measures been adopted by the Project Management to overcome any constraints to achieve the project results?			
• What measures were taken to overcome constraints? • Did the measures have any unintended (positive or negative) effects? • What was the role of stakeholders in overcoming any constraints?	Type of mitigation strategies implemented to overcome constraints	ILO project management	• KIIs • Desk review
3.7 Has the project experienced any unexpected results, either positive or negative?			
• Has the project produced any unexpected outputs, outcomes, or impact? • Have any negative results emerged from the project? • Has the project produced any secondary effects?	• Perception by stakeholders on unintended outcomes • Types and extent of unintended outcomes (to be identified throughout all the other lines of inquiry) • Types and extent of threats of negative outcomes	• ILO staff • NSO staff • Country stakeholders	• KIIs • Desk review • FGDs
4. Efficiency: The program's outputs in relation to the inputs			
4.1 To what extent have the interventions been cost efficient in the target countries (relation expenditures versus outputs)?			
• What resources (material, financial, human) were engaged for each project outcome? • What MAP component or activities did not make a significant contribution towards achieving expected outcomes and targets? • What would change and why?	• Cost by project component in target countries • Type of operational and financial improvements adopted since the mid-term evaluation in targeted countries • Number and nature of improvements made in the project by targeted countries • Degree to which women and men have equal access and use of resources • Allocation of resources towards gender sensitive approaches • Allocation of financial resources to IO by targeted country	• Financial reports, project budget • Technical Progress Reports • Financial reports • Progress reports by implementing partners and sub-contractors • MTE report and recommendations	• KIIs • Desk review
4.2 How significant was the counterpart (cost) contribution of stakeholders into the implementation of activities taking into account the perceived benefits of their constituents?			
• What contributions have other partners/stakeholders made in the completion of project activities? • What is the perceived added value of these contributions?	• Evidence of In-kind and financial counterpart contributions made by stakeholders • % of total budget • Perceptions of stakeholders on the host government contribution	• Technical Progress Report • Budget narrative and audits • Host governments • National Steering Committees	• Desk review • KIIs

Criteria, questions and sub-questions [1]	Indicators	Data sources	Data collection methods
4.3 To what extent was the administrative staff sufficient to conduct the project?			
Any bottleneck encounters due to the project workload?	• Adequacy of project staffing to implement and manage the project • Perceptions of project staff on the adequacy of administrative staff complements	• Technical progress report • MAP staff	• KIIs • Desk review
4.4 How could the budgeting process be improved?			
• What resources (material, financial, human) were engaged for each IO? • Were there any positive or negative budgeting strategies in targeted countries?	• Perception of the implementing partners on the budgeting process • Type of measures suggested to improve budgeting process	• Gender assessment and monitoring tools • Technical Progress Reports • ILO staff • NSO staff • Country stakeholders	• Desk review • KIIs
4.5 How effectively has the project leveraged resources (e.g., by collaborating with other ILO initiatives and other projects)?			
• How has MAP been able to leverage resources with other ILO initiatives or projects? • Has MAP been able to optimize gender expertise at country/partnership level to address gender-related challenges? • What mechanisms are used to monitor and track the resources of national and international partners?	• Number of and nature of partnerships • Evidence/examples of gender expertise development at country/partnership level	• Relevant stakeholders from other ILO initiatives • Relevant public stakeholders in targeted countries • Technical Progress Reports • Gender assessment and monitoring tools • Partnership agreements	• KIIs • Desk review
4.6 How effective did the project include gender mainstreaming?			
• How effective were the strategies to ensure equal participation of women and men? • Were there sufficient and appropriate gender-sensitive monitoring structures in place to help assess the outcomes and impact of the project? • What specific lessons learned can be used for the efficient implementation of gender-responsive programming? • To what extent are gender-based barriers and gender-related risks systematically addressed in targeted countries?	• Evidence of gender-specific mainstreaming practices • Evidence of gender-specific monitoring structures • Number of and quality of country-specific mechanisms to address gender mainstreaming	• Project Proposal • Technical Progress Reports • MTR • Endline study	• Desk review • KIIs
5. Sustainability			
5.1 What key factors and challenges need immediate attention in order to improve the prospects of outcomes sustainability? (Suggested reformulation to question 5.1 in ToRs)			
(No sub-questions)	• See indicators in 2.7. • Type of factors influencing the sustainability • Type of channels or platforms created between the project and the government • Number and extent of external funding opportunities identified and secured	• ILO Senior Management • ILO country staff • National Steering Committees • Implementing partners in targeted countries • Project Sustainability Matrix (Project Proposal) • Technical Progress Reports	• KIIs • Desk review
5.2 Has national ownership been promoted?			
• What is the level of ownership in each country in relation to project outcomes? • Is there any further action that would be desirable for the ILO to take in order to reinforce ownership?	• Evidence of buy-in by national stakeholders • Type of measures needed to ensure better ownership • PMP Indicator 4.3. Level of commitment to policy appraisals and recommendations	• Country stakeholders • ILO Constituencies • ILO Senior Management • National Steering Committees • Technical Progress Reports	• KIIs • Desk review • Stakeholder/ coalition participation in policy

Criteria, questions and sub-questions [1]	Indicators	Data sources	Data collection methods
	• PMP indicator 4.4. Participation of relevant stakeholders in the policy appraisals elaboration		appraisal elaboration
5.3 Have the linkages to broader sectorial and national action been made?			
What steps have been taken in each country to ensure broader sectorial and national actions?	• Type and number of consultations held to discuss child labour measurements • Type and number of cross-sectorial and/or national activities/strategies that include MAP project results • Evidence of different sectors using CL data	• Technical Progress Reports • NSO staff • Country stakeholders	• Desk review • KIIs • FGDs
5.4 Is the phase-out strategy for the project in place and under implementation?			
• To what extent is there a phase-out strategy for the project in targeted countries? • How are partners and stakeholders in targeted countries prepared for the end of the project?	Evidence of phase-out strategies adopted and implemented in targeted countries	• Technical Progress Reports • ILO staff • NSO staff • Country stakeholders	• KIIs • Desk review
5.5 How effective has the project been at stimulating interest and participation in the project at national level?			
• How has interest and participation in the project been carried out in targeted countries? • How has the perception of CL issues changed in targeted countries? • How has the level of engagement on CL issues changed at the national level, within broader coalitions, and within different sectors? • What could have been done to foster the adoption of a more effective gender-responsive approach by project stakeholders?	• Number of stakeholders that consider there is a more enabling environment for CL data collection and policy-making • Degree of outreach and dissemination of CL issues in targeted countries • Level of interest for current CL information • Change of perceptions towards the importance to report and consider CL issues	• Dissemination workshop reports • Technical Progress Reports • Country stakeholders • ILO staff • NSO staff • National Steering Committees	• Desk review • KIIs • FGDs
	• PMP indicator 2.1. Outreach and dissemination of NCLS reports • PMP indicator 2.2. Engagement of NSOs and stakeholders • PMP indicator 2.5. Demand for NCLS results among stakeholders • PMP indicator 2.6. Perceptions in understanding of CL and HCL among stakeholders • PMP indicator 2.7. Use of NCLS results in policy documents • PMP indicator 2.8 • PMP indicator 2.9. Number and nature of NCLS references by broader coalitions		
5.6 With respect to sustainability, what best practices and success factors have partner organizations, ILO personnel and partners identified?			
• What are examples of country-specific emerging good practices on sustainability? • What country-specific success factors contribute towards sustainability? • What gender-specific strategies contribute towards sustainability in targeted countries?	• Type of best practices identified by partner organizations and ILO • Type of success factors identified by partner organizations and the ILO and ILO constituencies	• ILO partners • National Steering Committees	• KIIs • FGDs
6. Orientation towards impact			
6.1 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?			
• Has the project changed the way in which targeted countries address questions of CL in their data collection and data analysis? If so, how?	Type of improvements in CL data collection • PMP indicator 1.5. Incorporation of improvements in NCLS • PMP indicator 1.6. Incorporation of improvements into broader statistics	• Technical Progress Reports • NSO staff	• Desk review • KIIs

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Criteria, questions and sub-questions [1]	Indicators	Data sources	Data collection methods
6.2 How has the project implementation contributed to the government's engagement in data collection and analysis?			
• Which MAP tools and resources have been used by targeted countries? • How were the tools and resources used, and how useful were they? • Were any of the tools and resources used to address issues related to gender?	• Level of host country engagement in CL data collection and analysis • Perceptions of host government, NSO on the usefulness and adequacy of tools provided for the CL data collection<hr>PMP indicator 1.4 (a) and (b). Usefulness of MAP tools and resources, and reasons for usefulness	• NSO staff • National Steering Committees • Technical Progress Reports	• Desk review • KIIs
6.3 How has the project interacted and possibly influenced national level policies, debates and institutions working on child labour?			
• How has the project contributed or influenced discussions on issues in CL? • What measures were identified to improve protection for certain categories of vulnerable workers, particularly youth, women, the unemployed and migrant workers, rural workers and persons with disabilities?	• Level of sensitization and interest on Child Labour issues • Type Measures taken and or adopted to improve social protection of vulnerable workers • Type of ILO instruments adopted to foster social dialogue and advocacy on CL • Number of legislative and policy measures discussed<hr>• PMP indicator 2.3. Demand for MAP tools • PMP indicator 2.4. Demand for NCLS data. • PMP indicator 3.1. Visits to UCW website • PMP indicator 3.2. Use of CL data	• ILO/SIMPOC websites • UCW website • Statistics usage from ILO/SIMPOC and UCW • Country stakeholders • ILO staff • NSO staff • National Steering Committees	• KIIs • FGDs

Notes:
1. Sub-questions are prompt questions that may or may not be used during KII or FGDs

Appendix 3: List of Key Informants

	Name	Position	Location
USDOL			
1.	Carolyn Huang	ILAB	Washington
2.	Tina Faulkner	ILAB former project manager	Washington
3.	Charita Castro	ILAB Director	Washington
ILO			
4.	Federico Blanco Allais	Principal Investigator and Project Coordinator of the MAP Project	Geneva
5.	Lorenzo Guarcello	UCW MAP staff	Rome
6.	Gabriella Breglia		Rome
7.	Ricardo Furman	M&E officer	Geneva
8.	Hussein Macarombon	Evaluation Manager. ILO Country Office for the Philippines	Philippines
Georgia			
9.	Mr. Tengiz Tsekvava	GEOSTAT, participated in NCLS	
10.	Ms Ia Dadunashvili	ILO Monitoring and Evaluation Officer, Project "Improved compliance with labour laws in Georgia"	
Armenia			
11.	Ms Lusine Kalantaryan	National Statistical Service - NSS	Written questionnaire
12.	Ms. Nune Hovhannisyan	ILO National Coordinator	Skype
Jamaica			
13.	Natalie Simpson	Director , Survey Unit,STATIN	
14.	Duane West	Statistician, survey	
15.	Teesha Graham McIntosh	Statisticia survey	
16.	John Forbes	Former Director, Survey Unit, STATIN	
17.	Patrice Samuels,	Board,Director Social work consultant Hear the Children's Cry	
18.	Maxine Taylor Cooper	Education officer Hear the children's cry	
19.	Marva Ximinies	Former Director, Child Labour Unit, MLSS	
20.	Cheryl Davis Ivey	Country coordinator, WINROCK International	
21.	Sasha Deer Gordon	Director, Child Labour unit, MLSS	
22.	Helene Davies White	President, Jamaica Confederation of Trade Unions	
23.	Resel Melville	ILO national Coordinator	
24.	Mareeca Brown Bailey	Gender Specialist PIOJ	
25.	Camille Graham	Special Protection Analyst, PIOJ	
26.	Colette Robinson	Manager, Social Protection and Gender Unit	
27.	Claudette Richard Pious	Ex. Director, Children'sfirst	
Paraguay			
28.	Norma Medina	Dirección General de Estadística, Encuestas y Censos (DGEEC), Directora	

	Name	Position	Location
29.	Lourdes Raquel Leguizamon	Dirección General de Estadística, Encuestas y Censos (DGEEC), Coordinadora Encuesta	
30.	Arman Arevalos	Tecnico, DGEEC	
31.	Alba Ariola	Coordinadora, Derechos Humanos, Corte Suprema de Justicia	
32.	Nury Montiel	Director, Direccion de DDHH Corte Superma de Justicia	
33.	Lorenzo Velasquez	Jefe Departamento de TI Secretario Nacional de lla NInez SNNA	
34.	Bernanda Casio	Directora Programa Abrazo SNNA	
35.	Veronica Lopez	Directora MTESS	
36.	Natalia Sosa Flores	Asesora de Proteccion MTESS	
37.	Tomas Astudillo Flores	Representante UIP	
38.	Claudina zavattiero	Consultora independiente- NCLS report	
39.	Andrea CID	UNICEF	
40.	Victor Imas,	Consultor	
41.	Andreza Ortigoza	Director Ejecutiva Fundacion DEQUENI	
42.	Graciela Acevedo	Representante, FEDEPRINCO	
43.	Monica Romero	Tecnico, Fundacion Dequeni	
44.	Stella Moris Romero	Comision Mujeres, C"N"T	
45.	Gerhard Reinecke	ILO DWT/CO-Santiago Sr Spec, Employment Development,	
46.	Bernardo Puente	Former Focal Point OIT	
47.	Graciela Congo	Directora C.U"T	
Tanzania			
48.	Ahmed Makbel	Assistant Director, Direct Labour Market Information, Ministry of Labour	Dodoma
49.	Mary Aiwinia	Senior Statistician, Direct Labour Market Information, Ministry of Labour	Dodoma
50.	Andrew Mwalwisi	Assistant Labour Comissioner, Labour Relations, Ministry of Labour	Dodoma
51.	Mrs. Hawenga	Assistant Labour Comissioner, Labour Relations, Ministry of Labour	Dodoma
52.	Mathias Haule	Senior community development officer, Ministry of Health, Community Development, Gender, Elderly and Children	Dodoma
53.	Chris Mushi	Programme Development officer, Ministry of Health, Community Development, Gender, Elderly and Children	Dodoma
54.	Alex Shayo	Statistician, Ministry of Health, Community Development, Gender, Elderly and Children. Department of Policy and Planning	Dodoma
55.	Derrick Rugina	Officer, Ministry of Health, Community Development, Gender, Elderly and Children. Department of social welfare	Dodoma
56.	Paskas Sawaki	Senior Statistician, National Bureau of Statistics (NBS)	Dodoma
57.	David Minapopo	Statistician, National Bureau of Statistics (NBS)	Dodoma
58.	Philbert Mrema	Statistician, National Bureau of Statistics (NBS)	Dodoma
59.	James Mbongo	Senior Statistician, National Bureau of Statistics (NBS)	Dodoma
60.	Saruni Njipay	Statistician, National Bureau of Statistics (NBS)	Dodoma
61.	Siham Mohamed	Member, Trade Unions Congress of Tanzania (TUCTA)	Dodoma (phone to Dar)

	Name	Position	Location
62.	Hashim Njowele	Statistician, National Bureau of Statistics (NBS)	Dodoma
63.	Ruth Minja	Former Coordinator, Child Labour Force Survey, National Bureau of Statistics (NBS)	Dodoma
64.	Ephraim Kwesigabo	Director Population Census and Social Statistics, National Bureau of Statistics (NBS)	Dodoma
65.	Nasra Mapoy	Assistant Lecturer, Eastern Africa Statistical Training Center (EASTC)	Dar es Salaam
66.	Anthony Rutabanzibwa	Programme Officer, ILO Country Office	Dar es Salaam
67.	Wellington Chibebe	Director, ILO Country Office	Dar es Salaam
68.	Anna Sangai	Tanzania Gender Networking Programme (TGNP).	Dar es Salaam
69.	Enock Kibendela	Vocational Education and Training Authority (VETA).	Dar es Salaam
70.	Khadija Khamis	National Bureau of Statistics (NBS)	Dar es Salaam (phone to Zanzibar)
71.	Selestine Leonard	Tanzania Employers Association (ATE)	Dar es Salaam
Ethiopia			
72.	Teshome Adno	Central Statistical Agency of Ethiopia (CSA), Household Surveys and Price Statistics Directorate. Senior Statistician	
73.	Alemayehu Teferi	Central Statistical Agency of Ethiopia (CSA). Household Surveys and Price Statistics Directorate. Director	
Tunisia			
74.	Nadia Touihri	INS technical focal point for the National child labour survey	
75.	Houssem Tbaybi	Social Promotion Directorate Ministry of Social Affaires	
76.	Abdouli Abdelkader	Ministry of Professional Training	
77.	Chokri Ouali	Director. Labour Inspection Ministry of Social Affairs	
78.	Nabil Ouari	President of the Steering Committee for the National Action against CL Ministry of Social Affairs	
79.	Ben Sassi Seif	Member of MAP technical Committee CRESS Center for Social Security Research and Study	
80.	Mihyar Hamadi	Ministry of Women Family and Childhood	
81.	Rifey Garsellaoui	M&E officer ILO country office	
82.	Sylvie Dupuis	ILO, Child Labour Project, CTA ILO country office	
83.	Amlem Amri	National coordinator for the PROTECTE project ILO country office	
Peru			
84.	Nancy Hidalgo	INEI. Directora de Encuestas y Censos	
85.	Maria Manotupa Quintano	INEI.	
86.	Maria Polo Puelles	Tecnica, analista Ministry of Labour	
87.	Maria Katia Romero Cano	Especialista en TI Ministry of Labour	
El Salvador			
88.	Francisco Mungia	DIGESTYC	
89.	Balmoris Madrid	DIGESTYC, Técnico en metodología de la Encuesta de Hogares.	
Malawi			

	Name	Position	Location
90.	Mrs. Kanyuka	Commissioner, National Statistical Office	Zomba
91.	Richard Phiri	Senior Statistician, National Statistical Office	Zomba
92.	Isaac Chirwa	Deputy Commissioner, National Statistical Office	Zomba
93.	Francis Kwenda	Principal Labour Officer, Ministry of Labour	Lilongwe
94.	Mr. Wufira	Deputy Labour Commissioner, Ministry of Labour	Lilongwe
95.	Joseph Kankhewangra	Program Officer, Malawi Congress Trade Union	Lilongwe
96.	Pilirani	Program Officer, Malawi Teachers' Union	Lilongwe
97.	Justin Hamela	Deputy Director, Child Affairs, Ministry of Gender, Children, Disability and Social Welfare	Lilongwe
98.	Edward Thole	Programme Manager, Circle for Integrated Community Development (CICOD)	Lilongwe
99.	Thomas Nkhata	Programme Officer, Circle for Integrated Community Development (CICOD)	Lilongwe
100.	Mr. Mwanaleza	Statistician, Ministry of Agriculture	Lilongwe
101.	Lucky Crown Mbewe	Executive Director, Centre for Youth Empowerment and Civic Education (CYECE)	Lilongwe
102.	Mussa Black	Project Coordinator, Centre for Youth Empowerment and Civic Education (CYECE)	Lilongwe
103.	Ignatius Mambo	Project Coordinator, Centre for Youth Empowerment and Civic Education (CYECE)	Lilongwe
104.	Elvis Sukali	Lead, Social Programme, JTI	Lilongwe
105.	Annie Kamwende	Development Officer, District Child Labour Committee (DCLC) community development	Lilongwe
106.	Eckima Chikafa	DCLC Sports Officer	Lilongwe
107.	Chimwemwe Mtonyo	DCLC Labour Officer	Lilongwe
108.	Khumbo Gansi	DCLC Labour Officer	Lilongwe
109.	Joseph Kanuyangala	DCLC Education LLRE Officer	Lilongwe
110.	Jean Nthengwe	DCLC Social Welfare Officer	Lilongwe
111.	Chimwemwe Njdoma	DCLC Information Officer	Lilongwe
112.	Violet Kabondo	Police Officer	Lilongwe
113.	Gracious Ndalama	ILO Prject Officer	Lilongwe
114.	Wangui Irimu	ILO Chief Technical Officer	Lilongwe

Appendix 4: Protocol for Key Informant Interviews

The following table lists questions that will facilitate the collection of relevant information from key informants participating in interviews. Actual interviews protocols used by the evaluation team will be drawn from the contents of this table. These protocols will not necessarily contain all the questions identified below. The main questions will be covered, and the sub-questions are considered prompt questions.

These protocols are to enable the collection of relevant information from various categories of key informants participating in interviews carried out by the evaluators; questions will vary based on the category of key informants interviewed. The evaluation team will put special care into adapting the language to recipients and situations, and into customizing questions to refer to specific aspects of the MAP Project in which informants are directly involved.

Criteria, questions and sub-questions [1][2]		Category of informants [3]							
		ILOPM	UCW	NSC	ILOCO	ILOCST	GVT	SP	USDOL
Hello, my name is [name of facilitator], and I am here today to discuss about the MAP Project. Before going any further, we would like to thank you for the time you are giving us, so we can better understand how you perceive the project. We have been asked to evaluate the MAP project, and as such it is important for us to interview key persons who can provide us with valuable insight. Please note that what you say will remain strictly confidential [Ask if the person has questions before beginning] If you agree to be interviewed, you will be asked to share, in an open manner your opinion regarding your experience with the project. Do we have your consent? We have a lot of ground to cover and may not have enough time to do so today. However, please don't feel rushed to share your thoughts at the point. If, at the end of our discussion, there are still a number of outstanding questions, we can send you a list afterwards. This way, you will have a chance to review the questions at leisure, and supply us with written answers, if you wish.		•	•	•	•	•	•	•	•
1.	**Relevance**								
1.1	To what extent is the project strategy and approach still relevant to its objectives?	•	•	•	•	•	•	•	•
a)	How relevant is the project in its current iteration?	•	•	•	•	•	•	•	•
b)	Have there been any changes in strategies and approaches? If there were any changes, what steps were taken to establish these changes?	•	•	•	•	•	•	•	•
c)	For any project strategies or approaches that were changed, who was consulted? Was a gender analysis conducted to examine the gendered impacts?	•							
d)	How relevant was the project's gender mainstreaming strategy to identify gender concerns and limitations to access decent work?	•	•			•			
1.2	To what extent are the project's original assumptions related to each Immediate Objective (IO) still valid?	•							
a)	Are the original project assumptions still valid? If not, what has changed?	•	•						•
b)	Did the original assumptions take gender into consideration?	•	•						•
1.3	How relevant has the project been in developing national capacities for reporting on the Indicator 8.7 (SDG 8)?	•	•	•	•	•	•		
a)	To what extent is the MAP project aligned to national capacities need to report on the SDG 8.7?	•	•	•	•	•	•		

Criteria, questions and sub-questions [1][2]		Category of informants [3]							
		ILOPM	UCW	NSC	ILOCO	ILOCST	GVT	SP	USDOL
b)	What national capacity changes happened as a result of working on MAP?	•	•	•	•	•	•		
c)	How well did the project respond to national capacity needs to address SDG 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)	•	•	•	•	•	•		
2.	Coherence and validity of the design								
2.1	To what extent were the refined ToC (post MTE) and revised PMP helpful in supporting project implementation?	•			•				•
a)	What else could have been done to maximize project implementation?	•	•	•	•	•	•	•	•
b)	How was the ToC used to guide project activities?	•							•
c)	How was the revised PMP used to guide project activities?	•							•
d)	Was gender considered in the development of the refined ToC and revised PMP? How so?	•						•	•
2.2	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)?	•	•	•	•	•	•	•	•
a)	Were the project objectives clear?	•							
b)	Were the activities and schedule clear?	•							
c)	Were the required resources clearly allocated?	•							
d)	Do the project objectives and outcomes adequately include gender concerns?	•							
e)	Was the project structure logically implemented and the sequencing of planned project activities logical and realistic								
f)	What mechanisms were in place to address potential changes in the sequencing of activities and/or change in activities?								
2.3	To what extent were the problems and needs adequately analyzed?	•							•
a)	Were the needs, constraints, resources and access to project services of the targeted countries clearly identified?	•							
b)	Was a needs analysis and/or baseline study carried out that specifically addresses gender issues?	•							
2.4	Has the project taken into account the institutional arrangements, roles, capacity and commitment of stakeholders?	•	•	•	•	•	•	•	•
a)	Were all parties (ILO, NSO, other government agencies, partners and other stakeholders, donor) aware of their roles and responsibilities throughout the project?	•	•	•	•	•	•	•	•
2.5	To what extent were external factors/assumptions identified at the time of design has and have been based proven to be true?	•	•	•	•	•	•	•	•
a)	What are the initial external factors/assumptions that are still valid?	•	•	•	•	•	•	•	•
b)	What are the initial external factors/assumptions that are no longer valid?	•	•	•	•	•	•	•	•
2.6	Is the strategy for sustainability of project results defined clearly at the design stage of the project?	•							•
a)	What strategies were put in place to ensure sustainability of efforts?	•	•	•	•	•	•	•	•
b)	Are there country-specific sustainability strategies?	•	•	•	•	•	•	•	
c)	What role did the partner institutions have in developing the sustainability strategy?	•	•	•	•	•	•	•	
3.	Implementation and achievement (effectiveness)								

Criteria, questions and sub-questions [1][2]		Category of informants [3]							
		ILOPM	UCW	NSC	ILOCO	ILOCST	GVT	SP	USDOL
3.1	What are the final results for each IO (as per revised PMP Performance) for the 10 MAP countries?	•							
a)	What evidence-based changes occurred since the mid-term and Endline reports?	•							
b)	How effective was the project in achieving its intended outcomes (immediate objectives)?	•	•	•	•	•	•	•	•
c)	How effective was each of the immediate objectives, considering each country's contexts and needs?	•	•	•	•	•	•	•	•
3.2	Are project partners (in particular National Statistical Offices) able to fulfil the roles expected in the project strategy?	•	•	•	•	•	•	•	•
a)	Are there any capacity challenges (human resources, funding, etc.)?	•	•	•	•	•	•	•	
b)	Are there any aspects of their roles they have been unable to fulfil?	•	•	•	•	•	•	•	
c)	Do project partners have adequate gender expertise to carry out gender related objectives?	•	•	•	•	•	•	•	
d)	Have project partners coordinated with relevant agencies?	•	•	•	•	•	•	•	
e)	Have project partners generated CL statistics in accordance to project objectives?	•	•	•	•	•	•	•	
f)	Have project partners developed new CL knowledge?	•	•	•	•	•	•	•	
3.3	Is the appropriate training and guidance provided to project partners (in particular to National Statistical Offices) by the project? Other areas that need to be covered?	•	•	•	•	•	•	•	
a)	How effective was the project in providing technical guidance to project partners?	•	•	•	•	•	•	•	
b)	How effective was the project in building skills and capacity of National Statistical Offices?	•	•	•	•	•	•	•	
c)	Was gender taken into consideration during all aspects of training and guidance (selection of training participants, diversity of trainers, inclusion of gender in training, etc.)?	•	•	•	•	•	•	•	
3.4	How did positive and negative factors outside of the control of the project affect project results and how did the project deal with these external factors?	•	•	•	•	•	•	•	•
a)	What positive and negative factors affected the project?	•							
b)	How were these factors addressed?	•							
c)	Were the gendered impacts of any changes resulting from the positive and negative factors considered?	•							
3.5	Were there any significant delays in implementation and sequencing of events affected the achievement of the project results?	•	•	•	•	•	•		•
a)	If there were delays, how could any such delays be avoided in the future? Are there any emergent good practices (in reducing delays and sequencing) to consider?	•	•	•	•	•	•		•
b)	If there were delays, what were the causes?	•							
3.6	Have significant measures been adopted by the Project Management to overcome any constraints to achieve the project results?	•	•	•	•	•	•	•	•
a)	What measures were taken to overcome constraints?	•							
b)	Did the measures have any unintended (positive or negative) effects?	•	•	•	•	•	•	•	
c)	What was the role of stakeholders in overcoming any constraints?	•						•	
3.7	Has the project experienced any unexpected results, either positive or negative?	•	•	•	•	•	•	•	•

Criteria, questions and sub-questions [1][2]		Category of informants [3]							
		ILOPM	UCW	NSC	ILOCO	ILOCST	GVT	SP	USDOL
a)	Has the project produced any unexpected positive outputs, outcomes, or impact?	●	●	●	●	●	●	●	●
b)	Have any negative results emerged from the project?	●	●	●	●	●	●	●	●
c)	Has the project produced any secondary effects?	●	●	●	●	●	●	●	●
4.	Efficiency: The program's outputs in relation to the inputs								
4.1	To what extent have the interventions been cost efficient in the target countries (relation expenditures versus outputs)?	●	●	●	●	●	●		●
a)	What resources (material, financial, human) were engaged for each project outcome?	●							
b)	What MAP component or activities did not make a significant contribution towards achieving expected outcomes and targets?	●							
c)	What would change and why?	●	●	●	●	●	●	●	●
4.2	How significant was the counterpart (cost) contribution of stakeholders into the implementation of activities taking into account the perceived benefits of their constituents?	●	●	●	●	●	●	●	●
a)	What contributions have other partners/stakeholders made in the completion of project activities?	●	●	●	●	●	●	●	●
b)	What is the perceived added value of these contributions?	●	●	●	●	●	●	●	●
4.3	To what extent was the administrative staff sufficient to conduct the project?	●	●	●	●	●	●	●	●
a)	Any bottleneck encounters due to the project workload?	●	●	●	●	●	●	●	●
4.4	How could the budgeting process be improved?	●	●	●	●	●	●		●
a)	What resources (material, financial, human) were engaged for each IO?	●	●	●	●	●	●		●
b)	Were there any positive or negative budgeting strategies in targeted countries?	●	●	●	●	●	●		●
4.5	How effectively has the project leveraged resources (e.g., by collaborating with other ILO initiatives and other projects)?	●	●	●	●	●	●	●	●
a)	How has MAP been able to leverage resources with other ILO initiatives or projects?	●	●	●	●	●	●	●	●
b)	Has MAP been able to optimize gender expertise at country/partnership level to address gender-related challenges?	●	●	●	●	●	●	●	●
c)	What mechanisms are used to monitor and track the resources of national and international partners?	●							
4.6	How effective did the project include gender mainstreaming?	●	●	●	●	●	●	●	●
a)	How effective were the strategies to ensure equal participation of women and men?	●	●	●	●	●	●	●	●
b)	Were there sufficient and appropriate gender-sensitive monitoring structures in place to help assess the outcomes and impact of the project?	●	●	●	●	●	●	●	●
c)	What specific lessons learned can be used for the efficient implementation of gender-responsive programming?	●	●	●	●	●	●	●	●
d)	To what extent are gender-based barriers and gender-related risks systematically addressed in targeted countries?	●	●	●	●	●	●	●	●
5.	Sustainability								
5.1	What key factors and challenges need immediate attention in order to improve the prospects of outcomes sustainability? (Suggested reformulation to question 5.1 in ToRs)	●	●	●	●	●	●	●	●
5.2	Has national ownership been promoted?	●	●	●	●	●	●	●	●
a)	What is the level of ownership in each country in relation to project outcomes?	●	●	●	●	●	●	●	
b)	Is there any further action that would be desirable for the ILO to take in order to reinforce ownership?	●	●	●	●	●	●	●	

Criteria, questions and sub-questions [1][2]		Category of informants [3]							
		ILOPM	UCW	NSC	ILOCO	ILOCST	GVT	SP	USDOL
5.3	Have the linkages to broader sectorial and national action been made?	•	•	•	•	•	•	•	•
a)	What steps have been taken in each country to ensure broader sectorial and national actions?	•	•	•	•	•	•	•	•
5.4	Is the phase-out strategy for the project in place and under implementation?	•	•	•	•	•	•	•	•
a)	To what extent is there a phase-out strategy for the project in targeted countries?	•	•	•	•	•	•	•	•
b)	How are partners and stakeholders in targeted countries prepared for the end of the project?	•	•	•	•	•	•	•	•
5.5	How effective has the project been at stimulating interest and participation in the project at national level?	•	•	•	•	•	•	•	•
a)	How has interest and participation in the project been carried out in targeted countries?	•	•	•	•	•	•	•	•
b)	How has the perception of CL issues changed in targeted countries?	•	•	•	•	•	•	•	
c)	How has the level of engagement on CL issues changed at the national level, within broader coalitions, and within different sectors?	•	•	•	•	•	•	•	
d)	What could have been done to foster the adoption of a more effective gender-responsive approach by project stakeholders?	•	•	•	•	•	•	•	
5.6	With respect to sustainability, what best practices and success factors have partner organizations, ILO personnel and partners identified?	•	•	•	•	•	•	•	•
a)	What are examples of country-specific emerging good practices on sustainability?	•	•	•	•	•	•	•	
b)	What country-specific success factors contribute towards sustainability?	•	•	•	•	•	•	•	
c)	What gender-specific strategies contribute towards sustainability in targeted countries?	•	•	•	•	•	•	•	
6.	Orientation towards impact								
6.1	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?	•		•	•				
a)	Has the project changed the way in which targeted countries address questions of CL in their data collection and data analysis? If so, how?	•	•	•	•	•	•	•	
6.2	How has the project implementation contributed to the government's engagement in data collection and analysis?	•	•	•	•	•	•	•	•
a)	Which MAP tools and resources have been used by targeted countries?	•	•	•	•	•	•	•	
b)	How were the tools and resources used, and how useful were they?	•	•	•	•	•	•	•	
c)	Were any of the tools and resources used to address issues related to gender?	•	•	•	•	•	•	•	
6.3	How has the project interacted and possibly influenced national level policies, debates and institutions working on child labour?	•	•	•	•	•	•	•	•
a)	How has the project contributed or influenced discussions on issues in CL?	•	•	•	•	•	•	•	•
b)	What measures were identified to improve protection for certain categories of vulnerable workers, particularly youth, women, the unemployed and migrant workers, rural workers and persons with disabilities?	•	•	•	•	•	•	•	•

Criteria, questions and sub-questions [1][2]	Category of informants [3]							
	ILOPM	UCW	NSC	ILOCO	ILOCST	GVT	SP	USDOL

Notes:
1. With reference to questions found in the evaluation matrix.
2. To be used as potential prompt questions.
3. Category of informants include: members of the ILO project management team (ILOPM); UCW MAP personnel (UCW); members of National Steering Committees (NSC); ILO Country Office personnel (ILOCO); members of ILO constituencies (ILOCST); government stakeholders (GVT); social partners (SP); and representatives of the United States Department of Labour (USDOL).

Appendix 5: Presentation of Preliminary Findings

The following is a PowerPoint presentation on preliminary findings given by evaluators to the ILO team in Geneva, the donor and other partners on October 1, 2018.

Final Evaluation
Global Research on Child Labour
Measurement and Policy Development
(MAP) Project
(November 2013-2018)

Presentation of Preliminary Findings
ILO Workshop

Maryvonne Arnould and Paul McAdams
October 1, 2018

Objectives of the Final Evaluation

- Establish the relevance and coherence of the project design and implementation strategy.
- Assess the extent to which the project has achieved its stated objectives at the outcome and impact level and to identify the supporting factors and constraints that have led to this achievement or lack of achievement.
- Determine the implementation efficiency of the project.
- Assess the sustainability strategy identifying the processes that are to be continued by stakeholders.

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Objectives of the Final Evaluation

- Identify lessons learned and potential good practices.
- Provide recommendations for ILO constituencies, the ILO and the donor.
- Indicate future adjustments and changes that could inform other measurement and research projects of ILO-FUNDAMENTALS (e.g., MAP16).

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Methodology

- Documentation review
  - Mid-Term Review (April 2016)
  - PMP Assessment and Implementation Plan (May 2017)
  - Endline Study (July 2018)
  - PRODOC, Technical Proposal
  - Technical Progress Reports (TPR)
  - National Child Labour Survey reports (NCLS)
  - Policy appraisals
  - Other relevant documents

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Evaluation Timeline

- Draft Inception Report (submitted August 7)
- Final Inception Report (August 13)
- Field visits (August 27 – September 13)
- Skype interviews (September 17 – 28)
- Data analysis (ongoing)
- Workshop – Preliminary Findings (October 1)
- Draft Report (October 15)
- Final Report (data validation, analysis, incorporation of feedback, October 31)

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Methodology

- Key Informant Interviews
    - In person/Skype: approximately 73 interviewees (5 countries)
        - USDOL
        - ILO HQ
        - ILO country office
        - National Statistical Offices (NSO)
        - Government stakeholders
        - Social partners: NGOs, trade unions, UNICEF, consultants
    - Additional Skype: approximately 15 interviewees (17 – 28 September)
        - Representatives from countries not visited
- Focus Group Discussions: 17 interviewees (Malawi, Tanzania)

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Field Visits

- Selection criteria (in collaboration with ILO):
  - Presence of ILO country office
  - Geographic coverage
  - Country ownership (experience in conducting surveys)
  - Type of survey conducted (standalone or module included in national survey)
  - Thematic or sectoral studies
- Countries selected:
  - Paraguay, Jamaica, Tunisia (27 August – 13 September)
  - Tanzania, Malawi, Armenia (3 – 13 September)
  - Field visit for Armenia replaced with Skype interview and written questionnaire due to short timeframe to organize visits

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Limitations

- Timeframe and timing in which to conduct the evaluation.
- Multi-country logistical coordination.
- "Evaluation fatigue" from stakeholders (sequencing of Endline assessment July 2018, final evaluation August 2018). Respondents interviewed for the PMP assessment, MTR and Endline report.
- Challenge evaluating high level results for a research project. Policy appraisals recently completed.
- Limited institutional memory in cases of staff turnover increased difficulty in obtaining overall project perspective.
- Wide range of ILO projects made it difficult for stakeholders to specifically remember MAP project.

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MAP Objectives

Research project providing support to countries to:

- Increased capacities of national statistical offices for generation of statistics and analysis on working children and child labour, including the worst forms of labour.
- Improve the information on working children, child labour and hazardous work in each country or sector.
- Improve access to up-to-date information on working children and hazardous work in each country.
- Improved information about existing policy and programmatic framework to combat child labour at the national or sector level an priorities areas for additional action.

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Strategy and Approach

- Project implemented in Jamaica, Paraguay, Peru, El Salvador, Malawi, Tanzania, Ethiopia, Tunisia, Armenia, Georgia, Serbia and Azerbaijan.
- Close collaboration with each government's national statistical office, Ministry of Labour and relevant government agencies and social partners.
- Appropriateness of MAP strategy : building block approach – learning by doing
  - Capacity building/ technical assistance provided to the NSOs for data collection and analysis (2 trainings/ per country (IO.1).
  - Leveraging capacity-building achieved with several countries allows ILO to pursue further technical dialogue.
  - Use of standardized tools, manual, templates guiding the process - appreciated by stakeholders.
  - Completion and dissemination of the National Child Labour Surveys (NCLS) (IO.2).
  - Contribution to the knowledge built and generated by the NCLS to support the policy appraisal process and improve the action of government stakeholders to improve policies, programmes and legislation (IO.3) Still in process of producing policy appraisals or recently produced. Component requires a follow-up (ILO program and technical assistance to the program).
  - Updating country statistics for core child labour and education indicators. UCW country statistics database (IO.4). UCW site is a reference on child labour statistics as it compiles the most comprehensive interactive database of nationally-representative household surveys.

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Strategy and Approach

- Standardized tools ,capacity building and technical assistance effective to collect survey's comparable information.
- Value-added of the approach for targeted countries either providing a first opportunity to look at CL; updating data or going further in the analysis of CL (sample size, addition of questions).
- Changes in the strategy for policy appraisals and reorientation in half of the target countries to other type of outputs may impact the performance in this component.
- Changes in country strategies during project implementation discussed with donor and consultation with targeted countries: Morocco replaced by Tunisia later in the process.

Initial assumptions:
- National partners willing to allocate HR or financial resources
- National partners willing to receive technical advice
- Social, economic, political factors do not affect project implementation

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Strategy and Approach

Addition to the initial assumptions:
- National partners have the ability to ensure project implementation and coordination with other project stakeholders.
- National partners ensure allocation of key contacts to support project implementation and preserve institutional memory (transition mechanisms for new staff).
- Coordination and cooperation are through clear lines of communication between government stakeholders and social actors to have a comprehensive understanding of CL issues and what is being done (project versus sustainable platform – mapping of actors).

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Relevance

- All stakeholders consider project highly relevant
  - Widely accepted, clear and up-to-date **definition of child labour**
  - Surveys **fill a gap** for relevant and actual data on CL
  - Surveys produced **current, accurate and credible information** on youth activities, CL and hazardous CL
  - Surveys qualify and quantify **scope of the problem** (demographic characteristics, geographic location, occupation, areas of prevalence)
  - Surveys **identified risks** associated to CL (e.g., on education and health)
  - Results **increased visibility** of child labour issues in all countries
  - Results help strengthen **political buy-in** to address CL and provide support **advocacy** of CL issues
  - Results guide decisions for policy makers to develop more **effective responses to CL issues** and protection of vulnerable children
  - First standalone survey on child labour (Armenia and Tunisia); for Paraguay expanded the knowledge in one sector for the others update the national child labour data
  - Results key to **changing perceptions** about CL.

- Align to needs of national capacities – High degree of relevance of project to support SDG 8.7
- MAP project is a relevant answer to the need and demand for national CL data to support country's reporting on the compliance to target 8.7

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Coherence and Project Design

Theory of change (TOC)

- TOC is a comprehensive picture of the early- and intermediate-term changes that are needed to reach a higher level goal.

- Can be represented visually to depict relationship between activities and intended results and present the public story of the project.

- Serves to strengthen common understanding among all stakeholders.

- Strengthens ownership of project, shared learning, and accountability for results.

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Coherence and Project Design

Theory of change

- No clear focus of TOC to guide project.
- 2017 report to articulate the TOC, PMP and Results Framework.
- Addition of a higher level goal (SDG 8.7) is an improvement.

Outcome statements still describe outputs rather than a **change** in capacity or practices:

- Improved survey methods and data tools
- Improved data and evidence in support of efforts to eliminate CL.

Suggestion to modify outcomes to depict the type of changes sought:

- Increased capacity of Member States to use survey methods and data tools
- Increased capacity of Member States to improve and integrate CL data collection into their regular statistical work

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Coherence and Project Design

Performance Monitoring Plan (PMP)

- MAP is a research project with specific and measurable deliverables in terms of NCLS produced, training, tools transferred easy to capture with quantitative indicators (short term results)
- Policy appraisals produced and the contribution of these knowledge products to improve the action of government and stakeholders to improve policies, programmes and legislation harder to capture with quantitative indicators (medium term results)and need qualitative indicators (value added of the of the knowledge generated, buy-in)
- "Partially implemented" and "used to report only at the output level" for reporting purposes in the TPRs.
- Limited HR for the implementation of PMP – lack of an M&E officer.
- MTR and PMP assessment reports underlined the need to define outcomes in terms of capacity change, knowledge, attitudes and practices.
- PMP for future research project outcome level should be supported by qualitative indicators

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Coherence and Project Design

Project objectives, roles and responsibilities

- Project objectives were clear for stakeholders interviewed..
- Roles and responsibilities clear for the NCLS, but less so for policy appraisals.

Project timelines

- Project timeline initially planned for 4 years, extended to 5 years to complete data collection in Tunisia and to develop the policy appraisals.
- Lack of synergy between outputs (statistical reports, policy appraisals).
- Beneficial for the all NCLS reports to go further than conclusions and highlight policy implications to help guide different ministries interventions.
- Timing of the survey occasionally an issue (school year, holidays, climatic conditions, security, limited staff, institutional arrangements with other census) and explains some of the delays.
- Policy appraisals process based on the MAP experience may gain from an extended time frame

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Effectiveness: NSO Capacity (IO 1 – Increased Capacity to Collect and Analyze Data on CL)

- Vast majority of stakeholders satisfied by the capacity building activities and tools provided.
  - KII : Significant capacities in CL measurement built in for countries with no previous experience in implementing NCLS for countries interviewed (Jamaica, Tunisia, Ethiopia)
- Capacity building increased ownership of the survey process by giving the lead & responsibility to the NSOs for the design, implementation with on-going technical assistance from ILO FUNDAMENTALS
- NSO respondents praised the technical assistance provided by ILO FUNDAMENTALS as efficient and timely.
- NSOs felt that there was genuine dialogue and openness with ILO to address specific capacity building needs and timely support.
- All staff developed increased knowledge of child labour concepts, definitions, and international standards.
- Mentioned skills acquired: sampling methodology, data collection and analysis report drafting interviewing children, gender sensitivity in conducting interviews.
- Comments from several stakeholder on the project contribution to the conceptualization and clarifications of key concepts amongst stakeholders such as on children in economic activity, children in CL, hazardous child labour
- Request from stakeholders for on-going technical training to keep NSO up to date on new definitions, concepts, methods, and to further develop report writing skills.

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Effectiveness: NCLS (IO2 – Improved information on working children, child labour)

- 10 NCLS reports published and publicly available.
- NCLS report would gain from adding recommendations and initial thoughts about policy implications.

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Effectiveness: Datasets (IO3: Improved up-to-date statistics on child labour)

- 8 datasets publicly available.
- Tunisia previously indicated that dataset would not be made public.
- Achievement in making datasets public.

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Effectiveness: Policy Appraisals (IO4: Improved information about existing policy and areas for action)

- Policy appraisal process developed following consultation with USDOL.
- Lack of coordination for the transition to policy appraisal process.

Country	Status of Policy Appraisal/Other
Armenia	Policy appraisal reoriented to study on Hazardous Child Labour. Draft produced.
El Salvador	Previous ILO project did a similar exercise, therefore policy appraisal process reoriented to study measuring children's occupational injuries. Final version not yet in circulation.
Ethiopia	Ethiopia: policy appraisal process reoriented to capacity building for NSO at the request of the country.
Georgia	Policy appraisal reoriented to study on occupational injuries.
Jamaica	Policy appraisal drafted.
Malawi	Policy appraisal completed.
Paraguay	Situational analysis completed. Report to be completed by the end of the project (November 14).
Peru	Being implemented, completed by end October 2018 (ILO regional office).
Tanzania	Policy appraisal completed. Official launch on October 8.
Tunisia	Policy appraisal reoriened to capacity building activities on child labour data.

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Efficiency

- Cost effective projects given the resources allocated. More analysis to come in the preliminary report
- Reallocation of funds during course of project to adapt to specific circumstances.
- Overall funds allocated to each country for the survey were appropriate, although they were fluctuations in terms of what was allocated (based on project proposal, sampling size)
- Countries contribution to the NCLS process
  - For the majority of countries: in-kind contribution (staff, infrastructure, vehicle, translation, stationary): % of contribution from 9% to 88%
  - Financial contribution: Peru, the Ministry of Labour provided 50% of the total resources
- Lessons learned on thematic studies conducted in sequential way, completed but not publishable.
- Building on achievements of previous projects and leveraging capacity-building achieved with several countries allow ILO to engage in technical dialogues rather than only capacity building.
- Counterpart contribution for the majority of countries: in-kind contribution (personnel, infrastructure, transport, translation) but some countries did provide financial resources (Peru, El Salvador)
- Not all NSOs have the same technical capacity, human resources or portfolio of projects to conduct the NCLS activities at the same pace. → Analysis of the institutional capacities and limitations needed.
- Need to review dissemination strategies and engagement of all the stakeholders to ensure that results are disseminated more widely, not only to government and non-government stakeholders but the public to increase the impact of the ILO interventions.

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Orientation towards Impact

- NCLS have created a momentum to foster the national stakeholders' interest and demand for child labour data
- Georgia, Tanzania, Malawi, Tunisia, Peru and Jamaica contributed to generate more demand and interest in improving the legislation on hazardous child labour
- Transitioning this momentum into political action to ensure regular production of child labour data (either as standalone NCLS or as child labour modules into household or labour force survey), requires medium to long-term follow-up that goes beyond a single project
- NCLS recognized as effective advocacy tool for harmonization of laws and improved enforcement.
- Financial commitment from several countries to include a CL module or additional CL questions in the household survey.
- NCLS supports geographic targeting of interventions in areas of high prevalence of CL/ HCL and gender mainstreaming activities.
- NCLS presented in consistent format to reflect common understanding and facilitate data comparison (including measurement against SDG 8.7).
- Information used to sensitize and build capacity of public servants, trade union officials, and private sector.

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Orientation towards Impact – Specific Examples

- Communication strategies developed in Tunisia to sensitize all level of government stakeholders and support a public campaign with adapted key messages.
- Use of the NCLS data on the National Action Plan/National Child Strategy (Malawi, Armenia, Tanzania, Paraguay, El Salvador, Tunisia) Child Policy review (Jamaica) and enactment of laws, bills and regulations.
- Evidence of community-driven bylaws to address CL (Malawi District Child Labour Committee).
- NGOs, trade unions, employers associations using results of NCLS to raise awareness of CL among members, stakeholders, and communities.

LOCAL GOVERNMENT (LILONGWE DISTRICT COUNCIL) (PREVENTION OF CHILD LABOUR, CHILD MARRIAGES, CHILD PROSTITUTION AND PRESENCE AT LIQUOR PREMISES) BY-LAWS

(Under Section 103 of the Local Government Act)

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Sustainability

- Expertise on conducting surveys remains within NSOs.
- Building block approach to be considered for future interventions: sensitization of stakeholders, capacity building, leaving the expertise within the NSOs, on-going technical guidance to transition to policy reform.
- Factors to consider to ensure sustainability:
  - Wider consultations at national level prior to project implementation.
  - Increased monitoring and coordination post NCLS to transition to holistic policy review/reform and reduce "working in silos".
  - Communication and leadership needed for the follow-up of the policy appraisal process.
  - On-going dialogue about challenges associated in some countries to the inclusion of regular data collection within national statistical systems (HR and financial resource constraints):
    - Peru, Paraguay, El Salvador, Tanzania have integrated a CL module in their census/labour survey with limited set of questions.
    - Still a need for specialized surveys and funding to assess progress.
  - Consideration for a permanent mechanism of consultation to ensure continuity in CL interventions.
  - Communications strategy for a wider dissemination of the NCLS report: not only a the top governmental level but to the social actors and service providers to gain momentum and sensitize the public to CL.

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Lessons Learned

- A diagram of the TOC presenting logical sequence of interventions and expected changes would facilitate overall project understanding of the project model.
- Change the perceptions about CL requires a profound cultural change in mindsets and therefore on-going awareness-raising(wider dissemination strategy of the NCLS)
- Not all NSOs have the same technical capacity, human resources to conduct the NCLS activities at the same pace
- CL issues in not only a social problem but has an impact on economy (national and foreign investors more sensitized and cautious to in invest in sector where CL is higher (label "free of CL" is attractive).
- Preservation of MAP institutional memory requires succession planning to ensure that turnaround of personnel does not affect implementation.

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Lessons Learned

- NCLS report will facilitate the integration of gender mainstreaming interventions (e.g., domestic work is a concern).
- Working with countries with proven statistical expertise built over the years helps reduce need to hire specialists (cost-effective) and the need for capacity building.
- Consider the timing for the NCLS – should not be conducted if there are other important surveys conducted simultaneously (e.g., MICS).
- Policy dialogue and inclusion of CL in policies is a long process and the timeline to achieve impact may require an impact evaluation.

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Recommendations

- **Planning**: Inclusion of a phase-out strategy/exit strategy identifying roles and responsibilities of government stakeholders beyond project completion.
- **TOC**: Develop a simplified diagram and a short narrative that managers or senior representatives can use to present the project to stakeholders.
- **M&E**: Dedicated M&E Officer; PMP with clear intermediate changes and a PMF with key indicators, methods of measurement, frequency, and responsibility.
- **Coordination/Exchange platform**: Increase follow-up and coordination (ILO HQ and UCW) post survey to raise awareness and ownership of the policy appraisal process by stakeholders. Consider establishment of a sustainable mechanism to encourage government stakeholders and social actors to follow up on CL interventions. For some countries a more sustainable platform of exchanges to channel communications among public and social actors is needed.
- **Gender:** Seek out advice and practical strategies for inclusion of gender mainstreaming at the planning stage.

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Recommendations

- **Data collection**: Follow-up dialogue with countries on funding and HR implications for the inclusion of regular data collection of CL statistics into the National Statistical System (some countries have been successful in channeling funds). Include an IT component to support countries to upload information, statistics, and other survey-related information on partners' websites, and how to disseminate data and information on CL and HCL.

- **Training**: On-going technical capacity building (refresher training) to be kept abreast of new developments. Evaluation of training sessions at end of training and within 6 months to measure skills and knowledge transfer.

- **Digital support** to conduct the survey to improve quality of data and save time in data collection and cleaning (tablets instead of paper-based).

- **Web analytics including use of survey:** keep systematic records of access, and the information collected and identification of users and usage (i.e. research, policies, program development); consistent and up-to-date links (government stakeholders to NSO) on CL information from UCW.

- **Wider dissemination strategy**: Communication strategy to support dissemination campaign to a wider audience (national, regional, district, local). Such mechanism will allow NCLS to become a national document and will promote buy-in and ownership.

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Food for Thought

- Produce a compendium of lessons learned on the MAP project to inform future initiatives.

- Facilitate a workshop with countries to exchange on success factors and challenges faced with the NCLS and policy appraisal processes.

- Ensure stronger institutional memory by developing mechanisms to ensure that key personnel remain in the project or ensuring a proper succession planning (knowledge, documents and key contacts).

- Expand coverage of government stakeholders by including the Ministry of Agriculture in the CL dialogue given that a high percentage of children affected are from the rural sector.

- Additional funding from ILO to support specialized studies and document the changes in CL (i.e. Peru conducted twice 2007- 2012 the survey and was able to document a reduction in CL).

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Thank you!