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Ending Child Labour in Supply Chains: Addressing the root causes of child labour in supply chains through an area-based approach (GLO/22/37/EUR, HND/22/50/EUR and UGA/22/50/EUR)

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Executive Summary

Child labour affects 138 million children worldwide, with 61 per cent concentrated in agriculture¹. In the coffee supply chains of Honduras, Uganda, and Viet Nam, seasonal harvest demands, low farmgate prices, and weak social and child protection systems drive households to rely on children's work. In the DRC, children face extreme hazards in artisanal cobalt mining. The CLEAR Supply Chains project (USD 11.76 million, co-funded by the European Commission, May 2023 to August 2026) tests an integrated area-based response: four UN agencies (ILO as lead, FAO, UNICEF, and ITC) simultaneously address root causes of child labour with interventions in seven broad domains, from labour rights and education to livelihoods, child protection, supply chain due diligence, and market access, within concentrated geographic areas. Honduras and Uganda implement the full area-based model; Viet Nam and the DRC receive targeted interventions.

This independent Mid-Term Evaluation, commissioned by the ILO Evaluation Office, covers May 2023 to July 2025 and applies five OECD DAC criteria across 17 evaluation questions. Its primary function is formative: generating evidence for strategic course correction and informing readiness for potential scale-up. The evaluation included a desk review, direct interviews (online and in-person) and online survey. Overall, 99 persons were covered through direct interviews. 54 respondents were covered during field missions to the full model countries Honduras (29 persons) and Uganda (25 persons) and 45 through online key-informant interviews. An additional 43 respondents were covered through online surveys. No baseline survey existed for outcome indicators; findings are framed in contribution terms.

Overall Assessment

The evaluation finds that the integrated area-based model is validated as a proof of concept. The combination of four agency mandates within the same geographic areas generates protective synergies that single-sector programmes cannot replicate: community-level child protection, educational reintegration, livelihood support, and governance strengthening reinforce one another, and 80.6 per cent of the 43 partners surveyed online confirm the model produces results unattainable through separate delivery. At the same time, the evaluation identifies two structural gaps that must be addressed for the model to achieve its full potential. First, the Theory of Change does not yet include mechanisms to address the immediate economic pressures that compel the poorest households to deploy children during harvest seasons; livelihood interventions are producing intermediate results, but the income effects are medium- to long-term while the drivers of child labour are immediate, indicating a scope to include the issue of immediate liquidity crisis among the core

¹ ILO and UNICEF, Child Labour: Global Estimates 2024, Trends and the Road Forward, Geneva and New York, 2025.

approaches in future design and implementation. Second, the four-agency governance and financial architecture was not calibrated for the administrative intensity the consortium requires; field-level efficiencies are real but are tempered by coordination overhead that consumed a substantial share of global management time in the first year. The strategic choice for the remaining project period and any future phase is clear: intensify what works at community level, strengthen the economic dimension, and streamline the governance structure.

Summary of Findings

Relevance (Satisfactory). The project is well aligned with SDG 8.7, all four agency mandates, EU due diligence legislation, and national policy priorities. Community demand is strong: in Honduras, communities that initially declined participation subsequently requested inclusion, and in Uganda all field respondents reported perceived reductions in child labour in target areas. The project demonstrated adaptive management in response to extended ministerial decision-making delays in Viet Nam, institutional restructuring in Uganda, and community resistance in Honduras. However, two gaps emerged: the referral-based social protection strategy premised in the Project Document has not proved viable in either full-model country, and integration of disability and migrant worker priorities lags behind other cross-cutting themes. Stakeholders at policy level also identified a need for deeper analysis of coffee value chain economics, including farmgate price dynamics and the pre-harvest liquidity pressures that drive child labour.

Coherence (Satisfactory). The project embeds interventions within existing national governance structures, notably the National Commission for the Gradual and Progressive Eradication of Child Labour (CONETI) in Honduras and the National Steering Committee on the Elimination of Child Labour (NSCCL) in Uganda, rather than creating parallel systems, and assigns clear lead responsibilities by agency comparative advantage. The tripartite approach is operationalized, with workers' and employer organizations actively participating in coordination and capacity-building initiatives. At consortium level, the lead-agency Solution Area model is reinforced by cooperative-confirmed evidence of effective coordination among ITC, ILO, FAO and UNICEF at field level, including joint mechanisms such as the FAO–ILO capacity-building programme for agricultural extension workers and labour inspectors. National sector-coordination platforms, including CLAC in Honduras and the Uganda Coffee Federation, Café Africa and the Uganda Coffee Platform in Uganda, function as enabling structures for Human Rights and Environmental Due Diligence (HREDD) and EU Deforestation Regulation (EUDR) alignment. Cross-cutting coherence is strong for gender, youth, climate, and indigenous peoples, but persons with disabilities and migrant workers lack dedicated budget lines or alignment with specific national policy frameworks. Global financial tracking of cross-cutting themes remains limited, as the budget structure does not permit disaggregation by thematic area.

Effectiveness (Moderately Satisfactory). Output delivery is strong at community level: 557 social service workforce members trained in Uganda, 175 Farmer Field Schools delivering climate-smart agriculture and income diversification, functional child identification and

referral systems in both countries, and the Educational Bridges model in Honduras addressing a documented seasonal care gap. The integrated model generates confirmed synergies, including cross-agency data sharing that saved ITC six months of scoping work in Uganda, nutritional inputs from FAO feeding into UNICEF's education programming in Honduras, and ITC's due diligence readiness assessments providing practical compliance support for cooperatives. The combined weight of four UN agencies and the EU secured municipal child protection ordinances and permanent budget allocations in Honduras, a level of policy influence that government counterparts identify as unattainable through single-agency delivery. Limited private sector coverage constrains the evaluation's ability to fully validate market-level outcomes. Progress toward intermediate outcomes is more partial, with policy reform and economic resilience outcomes phased relative to community delivery. This reflects delays in completing the root-cause economic research (Output 1.3) and in finalising the joint targeting strategy during inception rather than at the design stage.

Efficiency (Moderately Satisfactory). Agencies have developed pragmatic cost-sharing at field level, joint field missions, cross-agency data leverage, and joint training delivery; 77–81 per cent of surveyed partners report that joint work delivers time, resource and technical efficiencies single agencies could not achieve. These operational gains are tempered by the administrative demands arising not only from coordination across four agencies but also from the large number of concurrent interventions, a four-month funding tranche delay, ITC's 14-month late contractual integration due to EU administrative procedures (though ITC was informally engaged from the outset and delivered planned outputs within a compressed timeframe upon formal accession), disbursement mechanisms not calibrated for consortium complexity, and the absence of a shared digital information management system contributing to data fragmentation across agencies. The consortium has partially mitigated these constraints through institutional layering (anchoring results in statutory bodies such as Child Wellbeing Committees and Municipal Councils) and through commercial alliances responsive to the evolving EUDR and Corporate Sustainability Due Diligence Directive (CSDDD) landscape. The governance and financial architecture need adaptation for any future iteration of the model.

Sustainability and Impact (Moderately Satisfactory). Institutional foundations for continuity are credible: municipalities in Honduras have codified child protection funding into local ordinances, the Honduran Coffee Institute (IHCAFE) has integrated a permanent Social Compliance Unit into its operational structure, and in Uganda the Production Department has advocated for formalizing parasocial workers within district structures. In one Ugandan district, referral pathways surfaced 884 protection cases, demonstrating system functionality beyond the child labour mandate. Unintended positive spillovers, including documented shifts in community norms around child labour and spontaneous demand for replication from non-target communities, reinforce sustainability prospects. Four risks remain: incomplete transition to locally owned coordination financing, the need for structured due diligence frameworks to ensure that increased child labour visibility triggers remediation and co-investment rather than sourcing withdrawal, exposure of

frontline workers to retaliation risks requiring additional protection measures, and the need to streamline the model for replication.

Conclusions

Conclusion 1: The integrated area-based approach is validated as a proof of concept. In Honduras, the vertical coordination structure from municipal Child Labour Prevention Committees (CPCTIs) through CONETI provides architecture that does not depend on project funding for legitimacy. In Uganda, the parasocial worker referral pathway is functional and generating measurable child withdrawal from labour.

Conclusion 2: The project's Theory of Change is validated in its approach to the institutional and social drivers of child labour. Initiatives developed under the project, including diversified farmer plots, strengthened market linkages, and the incorporation of short-term crops alongside coffee, are designed to contribute to household income diversification and pre-harvest cash flow; however, the livelihoods approach does not yet include mechanisms to address the immediate liquidity crises that compel child labour during harvest seasons. The delayed root-cause research (Output 1.3) and social targeting strategy mean that the analytical framework for evidence-based policy dialogue remains incomplete.

Conclusion 3: Output delivery at community level is strong, but progress toward intermediate outcomes remains partial, reflecting both the expected pace of a mid-term intervention and the incomplete status of key preconditions: the compressed 40-month timeline, delayed foundational research, and the absence of viable mechanisms to address the opportunity cost of withdrawing children from labour.

Conclusion 4: Field-level efficiencies are real but are tempered by the administrative burden of four-agency coordination and by financial mechanisms not calibrated for consortium complexity. The governance, programmatic design, and financial architecture require adaptation for any future phase.

Conclusion 5: Institutional sustainability foundations are credible, but three challenges persist: incomplete transition to locally owned coordination financing, asymmetrical progress on inclusion priorities (disability and migrant workers lag behind), and the need for structured human rights and environmental due diligence (HREDD) frameworks to ensure child labour identification triggers remediation rather than sourcing withdrawal, building on the structured co-investment partnerships already emerging.

Strategic Lessons and Emerging Good Practices

The evaluation identifies six strategic lessons (Annex 16) addressing mandate clarity, pre-implementation targeting, dedicated coordination staffing, market-based economic mechanisms, phased transition strategies, and private sector transparency frameworks. Eight emerging good practices are documented (Annex 17), including pooled operational resourcing, community-based monitoring networks, cross-agency data utilization, and municipal budget institutionalization for child protection.

Recommendations

Intensify community-level delivery and the conditions for sustained outcomes:

Rec. 1 (High; ILO lead, all agencies): Strengthen the economic dimension of the Programme Design and Theory of Change by completing the Output 1.3 research and integrating market-based mechanisms to address household liquidity crises. [Conclusions 2 and 3]

Rec. 2 (High; ILO lead, all agencies): Establish a joint beneficiary identification and monitoring framework, with shared targeting criteria defined at design stage. For any future phase, integrate a baseline-endline impact evaluation. [Conclusion 4]

Rec. 3 (High; ILO National Coordinators): Develop a transition strategy from project-funded to locally owned coordination, distinguishing support to salaried officials from operational support to community volunteers. [Conclusion 5]

Reduce administrative burden and programmatic fragmentation:

Rec. 4 (Medium-High; ILO HQ, Steering Committee): Adapt the governance, programmatic design, and financial architecture to consortium complexity, including adequate dedicated coordination capacity and, for any future phase, consolidation around fewer higher-impact interventions with a structured inception period. [Conclusion 4]

Introduce or strengthen engagement and inclusion:

Rec. 5 (Medium; ITC lead, ILO Child Labour Platform (CLP)): Ensure transparency supports remediation and co-investment by strengthening private sector engagement frameworks that channel child labour identification into collaborative action rather than sourcing withdrawal. [Conclusion 5]

Rec. 6 (Medium; UNICEF lead, ILO): Strengthen integration of disability and migrant worker inclusion in programming and monitoring frameworks. [Conclusion 5]

Rec. 7 (Medium-High; ILO lead, all agencies): Document and standardize the integrated area-based model for replication, capturing core components, referral logic, and preconditions for sustained outcomes. [Conclusions 1 and 3]

1. Introduction and Methodology

This report presents the findings of the Independent Mid-Term Evaluation (MTE) of the CLEAR Supply Chains project. This chapter outlines the evaluation's mandate, the intervention, and the methodology employed.

1.1 Evaluation Features

Purpose and Scope

This independent MTE was commissioned by the ILO Evaluation Office in accordance with the Project Document and Terms of Reference (see Annex 1). It covers the period from May 2023 to July 2025. Governance is exercised by a joint Evaluation Management Committee (EMC) comprising evaluation and M&E officers from the four implementing agencies (ILO, FAO, UNICEF, and ITC).

The evaluation serves both a summative and formative function. It provides accountability to the European Commission and the implementing agencies by assessing progress against the OECD DAC criteria (relevance, coherence, effectiveness, efficiency, and sustainability/impact), in accordance with UNEG Norms and Standards and ILO Policy Guidelines for Results-Based Evaluation. Given identified limitations in baseline and monitoring data across the consortium, the evaluation places primary emphasis on its formative role: generating evidence to support strategic course correction and determine readiness for potential scale-up. The evaluation also assesses the project's alignment with SDG 8.7 and the ILO's cross-cutting policy drivers, including gender equality and disability inclusion.

The MTE is guided by four objectives: (i) assess the extent to which implementation is progressing as planned; (ii) examine the depth and effectiveness of the integrated area-based model in Uganda and Honduras; (iii) evaluate the quality of inter-agency collaboration; and (iv) identify strategic gaps that require attention in the current phase or in future programming.

Users of the Evaluation

The primary clients are the Consortium Management Team (ILO as lead, FAO, UNICEF, and ITC), the European Commission (DG INTPA), and the evaluation units of the implementing agencies. The EMC and Reference Group act as the highest decision-making and advisory structures for the evaluation process.

Secondary users include the tripartite constituents (governments, employers' and workers' organisations) in Honduras, Uganda, Viet Nam, and the DRC; community-level structures; civil society and private sector actors including the ILO Child Labour Platform; and global initiatives such as Alliance 8.7.

1.2 Context and Rationale

The CLEAR Supply Chains project operates as a direct response to the persistent global crisis of child labour, which disproportionately affects vulnerable communities engaged in agricultural and mining supply chains. To frame the intervention's strategic importance, this section outlines the scale of this development problem, analyses its interlocking root causes, and situates the project within the key international policy frameworks that guide collective action.

The Development Challenge

The 2024 ILO-UNICEF Global Estimates on Child Labour report that 138 million children were in child labour globally, 59 million girls and 78 million boys, of whom 54 million were in hazardous work. Sixty-one per cent (approximately 84 million) were concentrated in the agricultural sector. The 2020–2024 period recorded a reduction of more than 22 million children in child labour globally, reversing the increase observed between 2016 and 2020; however, progress remained too slow, and the world fell short of the 2025 global elimination target. Sub-Saharan Africa continues to account for the largest regional share, shaped by population growth, recurrent crises, extreme poverty, and limited social protection coverage.

The coffee and cobalt supply chains were selected for this intervention because of their high child labour prevalence and their critical importance to European Union trade. In Honduras, Uganda, and Viet Nam, child labour in coffee is embedded in the seasonal demands of the harvest, where households facing low and volatile farmgate prices rely on children's work during peak labour periods. In the DRC, the project addresses the cobalt mining supply chain, where children face extreme occupational hazards and exploitative conditions that require specialized monitoring and remediation.

Structural Drivers

The persistence of child labour is driven by an interconnected set of factors that no single-sector intervention can resolve in isolation. Endemic poverty and gaps in social and child protection systems create baseline household vulnerability. Low farmgate prices suppress adult incomes, compelling families to rely on child labour for subsistence. Limited access to quality education, weak governance and labour inspection capacity, and increasing climate vulnerability compound these economic pressures. These conditions are further entrenched by social norms that accept child labour as a formative part of rural life, presenting a significant cultural barrier to change. The multi-dimensional nature of these drivers is the central rationale for the project's integrated, area-based approach.

Policy Frameworks

The CLEAR Supply Chains project is anchored in the global commitment to SDG Target 8.7 and draws on the normative mandates of all four implementing agencies. The project also leverages the ILO Child Labour Platform (CLP) to foster the exchange of experiences and to catalyse cooperative approaches to addressing child labour. The project's strategic alignment

with national and international frameworks is documented in Table 6. Each agency's normative mandate and comparative advantage is detailed in Table 8 (see Annex 10).

1.3 The Intervention

This section describes the CLEAR Supply Chains project, its strategic framework, and geographic scope.

Project Overview

The CLEAR Supply Chains project is a comprehensive, multi-country, and multi-agency initiative. Co-funded by the European Commission, Directorate-General for International Partnerships (DG INTPA), the project operates with a total budget of USD 11.76 million. The intervention officially commenced on May 1, 2023, and is scheduled to conclude on August 31, 2026, spanning a total duration of 40 months.

Administratively and technically, the project is anchored under the ILO's Fundamental Principles and Rights at Work Branch (FUNDAMENTALS), with the ILO serving as the lead, administrative, and convening agency. Implementation is conducted jointly with the Food and Agriculture Organization (FAO), the United Nations Children's Fund (UNICEF), and the International Trade Centre (ITC) to ensure a holistic, multi-sectoral response.

The project's strategic framework centres on an integrated area-based approach designed to address the multidimensional root causes of child labour through seven complementary Solution Areas within specific geographic areas. The geographic scope and implementation intensity vary by country:

Full Integrated Model: Honduras and Uganda, focusing on the coffee supply chain.

Targeted Approach: Viet Nam (coffee supply chain) and the DRC (cobalt mining supply chain).

The project's entry into implementation was staggered: while the Standard Contribution Agreement between the EC and the ILO was signed first, FAO and UNICEF joined through Addendum No. 1 (with effect from 1 May 2023), and ITC's formal participation was delayed until the signing of Addendum No. 2 on 19 July 2024, owing to the time required to complete the EU Pillar Assessment.

The inception phase (May-October 2023) was intended for preparatory work, including stakeholder consultations, baseline needs assessments, staff recruitment, and the development of the monitoring and evaluation framework.

Result Areas and Theories of Change

The project's results framework is structured around four Result Areas, which constitute the logframe's reporting architecture:

- **Result Area 1 - Knowledge:** Strengthening the knowledge base on root causes and drivers of child labour in the coffee supply chain through research, evidence generation, and coordination among key actors at the national level.

- **Result Area 2 - Solutions:** Establishing an integrated and area-based model to eliminate child labour in the coffee supply chain, designed for replication, at the national and local levels.
- **Result Area 3 - Partnership:** Strengthening the Alliance 8.7 Action Group on Supply Chains and other global partnerships to promote awareness and scale up effective action at the global level.
- **Result Area 4 - Mining:** Strengthening capacity to tackle child labour in the cobalt mining supply chain in the DRC, with a focus on due diligence and child labour monitoring and remediation systems (CLMRS).

The project strategy is sequential: country-level knowledge generation under Result Area 1 provides the analytical basis for the design and implementation of the area-based model under Result Area 2, while Result Area 3 operates as a global enabling framework. Result Area 4 is a structurally distinct intervention specific to the DRC mining context.

Beginning in the inception phase and continuing into the first implementation year, the implementing agencies, with technical support from UNICEF Office of Strategy and Evidence – Innocenti, developed country-specific Theories of Change for Uganda and Honduras, which were then consolidated into an overall programme ToC (see Table 7 in Annex 10). Unlike the results framework, the ToC is organized around the seven Solution Areas (see Annex 10) and describes the causal pathways through which project activities at the global, national, and sub-national levels are expected to produce intermediate outcomes, outcomes, and ultimately contribute to eliminating child labour in coffee supply chains. The ToC narratives also specify the social targeting strategy, joint activities across agencies, and the key assumptions underpinning each causal pathway.

Management and Governance Structure

The multi-partner implementation is framed through a standard Memorandum of Understanding (MoU), under which the ILO serves as the Administrative and Convening Agency, with FAO, UNICEF, and ITC as participating UN Organizations.

The project operates through a three-tier governance structure: an annual Global Steering Committee comprising the European Commission, ILO, FAO, UNICEF, and ITC provides overall strategic guidance, assesses progress, and resolves inter-agency differences. Global and national inter-agency meetings coordinate progress bi-monthly and monthly, respectively.

The Area-Based Model

The project's core operational strategy, implemented primarily through Result Area 2, is the integrated area-based approach. This model concentrates multiple, coordinated support services from the four implementing agencies within specific geographic areas, with the aim of establishing a replicable model for addressing child labour in supply chains.

The Seven Solution Areas

The model organizes interventions into seven complementary Solution Areas, each led by an agency according to its specialized mandate: labour rights (ILO), education (UNICEF), agricultural production, livelihoods, and climate change (FAO with ITC), skills development

(ILO with UNICEF and FAO), social and child protection (UNICEF with ILO), responsible supply chains (ILO with ITC), and access to markets (ITC with FAO). Table 7 in Annex 10 maps each solution area to the identified needs and the project's strategic response in each country.

The Social Targeting Strategy

The four agencies jointly developed a social targeting strategy to ensure beneficiaries receive integrated support from multiple agencies rather than fragmented, parallel services. The strategy operates at three levels:

At the national and district/municipality level, the agencies engage with government institutions mandated to monitor and eliminate child labour, including the NSCCL and district-level Child Wellbeing Committees (CWCs) in Uganda, and CONETI and municipal-level Child Labour Prevention Committees (CPCTIs) in Honduras.

At the community level, interventions are directed at cooperatives (ILO), schools in target areas (UNICEF), farmer groups (FAO), and cooperatives and supply chain actors for HREDD capacity building and market linkages (ITC), with coordination mechanisms to identify vulnerable coffee-farming households, including those not affiliated with cooperatives.

At the household and individual level, the agencies provide direct services to children in or at risk of child labour and their families, including educational support, livelihood diversification, and child protection referrals.

This three-level targeting approach is designed to ensure that interventions reach beneficiaries across the supply chain while building institutional capacity to sustain results beyond the project's lifecycle.

Cross-Cutting Issues

The project explicitly integrates gender equality and women's empowerment, youth participation, climate change and environmental sustainability, and the inclusion of marginalized groups including persons with disabilities, migrant workers, and indigenous peoples as cross-cutting concerns throughout its design and implementation. These dimensions are reflected in the social targeting criteria, activity design, and monitoring indicators across all four Result Areas.

Pilot Countries

The full integrated area-based model is implemented in the coffee sectors of two countries. In Uganda, the full model operates in Kalungu and Masaka districts, with a lighter approach focused on technical assistance in Manafwa district. In Honduras, the integrated model is fully implemented in the departments of Lempira and Intibuca, focusing on municipalities such as Gracias, Lepaera, San Juan, and Jesus de Otoro; in Copan, only ITC and FAO are implementing activities.

More targeted approaches are applied in Viet Nam, focusing primarily on business schemes and due diligence in the coffee supply chain, and in the DRC, where the project concentrates on strengthening child labour monitoring and remediation systems (CLMRS) in the cobalt mining sector.

1.4 Evaluation Methodology and Process

Evaluation Criteria and Questions

The evaluation is structured around five OECD DAC criteria (Relevance, Coherence, Effectiveness, Efficiency, and Sustainability/Impact) and guided by the Evaluation Matrix of 17 evaluation questions and 58 indicators that was validated as a result of the Evaluation Inception phase (see Annex 2).

Methodological Approach

The CLEAR Supply Chains project is designed as a preventive, systems-oriented intervention with multiple components. The evaluation therefore assesses whether the conditions for systemic change are being established through implementation of the different components and their interaction, as intended.

In particular, the evaluation examines operational aspects, such as coordination and monitoring, and assesses progress along the causal pathways outlined in the Theory of Change, with focus on output delivery and intermediate outcomes. Further, the evaluation seeks to identify the mechanisms through which the different programme components are interacting to generate the synergies anticipated in the Theory of Change.

The evaluation combined three complementary qualitative approaches: a theory-based approach using the project's Theory of Change as the primary analytical lens; a comparative case-based approach across the two full-model countries; and a participatory approach that included debriefing workshops in Honduras and at the global level, and a formal stakeholder commenting round on the draft report.

Fieldwork and Stakeholder Sampling and Selection

The construction of the stakeholder sample for this evaluation was undertaken during the inception phase. No consolidated list of project stakeholders was available at the outset: the universe of relevant actors had to be assembled from inputs provided by all four implementing agencies (UNICEF, FAO, ILO and ITC). The evaluation team facilitated the compilation of this sampling frame, working iteratively with the Evaluation Management Committee (EMC) and issuing requests for updates and additions over the course of the inception phase. A mapping of field areas for the in-country missions ran in parallel during the same period.

Once the EMC confirmed that the stakeholder lists and field-area maps were complete, the evaluation team proposed in the Inception Report a shortlist for online key informant interviews (KIIs) and a corresponding identification of locations and organisations for the fieldwork. Both the KII shortlist and the fieldwork sampling proposals were subsequently approved by the EMC via the Inception Report.

Three complementary approaches were then deployed: (i) online KIIs with the approved shortlist of stakeholders at global and national level; (ii) field missions to Uganda and Honduras, comprising semi-structured interviews and focus group discussions with project teams, government counterparts, implementing partners, cooperatives and beneficiaries; and (iii) an online survey of a wider population of project stakeholders. Following an explicit decision taken at inception, sub-national stakeholders were not included in the online KII shortlist and were to be consulted through the field missions. The composition of the field-mission sample at sub-national level was therefore determined by the field-area mapping and the practical reach of each mission.

As part of primary data collection, 99 persons were directly interviewed (54 persons through field missions and 45 through online interviews) (see Annex 7). Of the 61 stakeholders shortlisted for online KIIs, 37 (61 per cent) were consulted within the MTE timeframe; the remaining 24 (39 per cent) did not respond or could not be scheduled despite repeated follow-ups. The KII sample was supplemented by 8 additional informants (bringing the total to 45 key informants) proposed by originally invited stakeholders themselves, either as substitutes (a colleague from the same organisation taking the place of an invitee unable to attend) or as co-participants brought into the scheduled interview by the original invitee. These were complemented by an online stakeholder survey (43 respondents out of 77 invited, 56 per cent response rate).

Implications of inception-list non-response and of the sub-national consultation modality are discussed in the Limitations (Section 1.5).

Data Collection Methods

Data was collected through four channels, with sample sizes and schedules indicated in Table 1: a desk review of over 120 project documents either in English or in Spanish (see Annex 8); an online survey administered in English and Spanish (see Annex 4); semi-structured key informant interviews conducted online and during field missions (see Annex 5 for protocols and Annex 7 for persons consulted) conducted in English and in Spanish; and focus group

discussions during field missions to Uganda and Honduras (see Annex 6 for schedules) conducted in English, Spanish and Luganda.

Table 1: Evaluation data collection schedule

Phase	Location	Dates	Key Activities
Online Quantitative Survey	Global (all project countries and HQ)	Nov-Dec 2025	Structured questionnaire administered to project staff, implementing partners, government counterparts, and other stakeholders across all project locations (43 respondents out of 77 partners invited for survey)
Uganda Field Mission	Kalungu District (Lwabenge, Kyamulibwa sub-counties) and Masaka District	24-29 Nov 2025	25 persons consulted through 9 KIIs and 6 FGDs with district government officials, parasocial workers, Child Wellbeing Committees, and teachers; site visits to schools and cooperative unions
Honduras Field Mission	Departments of Lempira (Gracias, Lepaera) and Intibuca (San Juan)	17-22 Nov 2025	29 persons consulted through 13 KIIs and 7 FGDs with implementing partners, cooperatives, institutional stakeholders, community psychologists, child rights councils, and community volunteers; site visits to Educational Bridges and schools
Honduras Field Debrief	In person Tegucigalpa and online	10 Dec 2025	Presentation and validation of preliminary field findings with country stakeholders
KIIs	Online	3-15 Dec 2025	25 semi-structured interviews with 45 participants representing ILO, FAO, UNICEF, and ITC HQ staff; EU donor representatives; private sector and Child Labour Platform partners; country-level remote KIIs with Uganda, Honduras, and Viet Nam stakeholders
Global Evaluation Debrief	Online	28 Jan 2026	Presentation of preliminary evaluation findings to stakeholders

Source: CLEAR MTE Evaluation, 2025.

Data Analysis

Survey responses were cleaned and analysed using Python and R, with descriptive and cross-tabulated statistics generated for each evaluation question and disaggregated by geographic location, stakeholder type, and agency affiliation.

Documents from the desk review were systematically coded against the evaluation matrix to identify evidence relevant to each evaluation question and OECD DAC criterion.

Interview and focus group recordings were transcribed and anonymised prior to analysis. Transcripts were analysed thematically against the evaluation matrix, with evidence triangulated across respondent categories (implementing agencies, government counterparts, private sector, civil society, donors, and direct beneficiaries) to identify areas of

convergence and divergence. Where findings diverge or rely on a single data source, this is noted in the text.

1.5 Limitations and Mitigation Strategies

The evaluation navigated the following primary constraints. In each case, the evaluation team applied mitigation strategies to safeguard the validity and reliability of the findings.

Resource and scope complexity. The mandate of assessing 17 evaluation questions and 58 indicators across four countries and multiple languages within a limited budget required rigorous prioritization. The evaluation team focused depth of analysis on the two full-model countries (Honduras and Uganda) and applied a lighter, desk-review-based approach to the targeted countries (Viet Nam and DRC), consistent with the project's own differentiated implementation modality. Within the full-model countries, the team deployed national consultants to lead field missions, enabling community-level data collection in local languages.

Sampling frame. No consolidated stakeholder list or sampling frame was available at the start of the evaluation; neither the project nor the implementing agencies had maintained a unified universe of project stakeholders from which the evaluation could draw. This required the longlist and shortlist to be constructed during the inception phase rather than drawn from a pre-validated universe of stakeholders.

Mitigation: the evaluation team constructed the sampling frames iteratively during the inception phase in consultation with the EMC, issuing repeated requests for updates and integrating every addition received from the Committee and from the implementing agencies. The frames ultimately approved by the EMC were not, in the event, fully comprehensive: during the comment-and-review phase, several partners emerged as substantively key to the project's coherence, implementation and sustainability story but had not been included on the approved list of stakeholders to be interviewed. Their absence from the inception sample is a structural limitation of the evaluation's evidence base. A structured written-comment channel during the report review phase enabled these partners, including national coffee-sector bodies, regional cooperative networks, to submit inputs, which have been integrated into the analysis where consistent with the triangulated evidence base.

This limitation partly flows from the design choice agreed at inception to consult sub-national stakeholders through the field missions rather than through online KIIs. Because the composition of the field-mission sample was driven by the field-area mapping and the practical reach of each mission, a number of cooperatives, enterprises, and private-sector actors at sub-national level were not consulted. This is a known feature of the design rather than an unanticipated gap, but it nonetheless constrains the breadth of sub-national evidence available to the evaluation. Triangulation across the online survey (which captured 25.6 per cent of respondents from value-chain and private-sector actors), focus group discussions during the field missions, and documentary review provided partial mitigation; the evidence base at sub-national level nonetheless remains thinner than at national and global levels.

Non-response among shortlisted stakeholders. Participation in the Evaluation was voluntary, and despite repeated outreach by the evaluation team and ILO focal points, including follow-up emails and scheduling flexibility, not all invited stakeholders responded or attended agreed meetings (see methodology section above). Coverage rates varied by country: Global/HQ (75 per cent), Honduras (76 per cent), Uganda (43 per cent), and Viet Nam (25 per cent).

The principal gap in the full-model countries was Uganda, where private sector and supply chain actors had the lowest response rate (1 of 6 invited) and some key national-level actors were not available despite repeated follow-up. The lower KII coverage rates for Viet Nam (one KII, ILO country office) and DRC (no KIIs) reflect their status as targeted countries under the project's differentiated implementation modality and were addressed through documentary review rather than primary consultation. In Honduras, all tripartite categories, private sector exporters, supply chain institutions, and civil society were consulted.

These online KII gaps were partially mitigated through three channels: field-level consultations with cooperatives, district officials, and community stakeholders in both full-model countries (54 persons); the online survey, which captured 11 Value Chain and Private Sector respondents (25.6 per cent of n=43); and grouped interviews that combined multiple stakeholders from the same category.

These gaps are framed not only in geographic terms but also in institutional and market-relevance terms. Findings are accordingly framed in contribution terms, and the evaluation notes where findings rely on a limited evidence base.

Political and logistical constraints. Fieldwork coincided with sensitive electoral calendars in both Honduras and Uganda, which restricted access to some government officials. The Honduras mission schedule was fixed by the EMC on 9 November 2025 for the week of 17–21 November 2025, less than one week after approval of the Inception Report on 10 November 2025. The evaluation team flagged the implications of this compressed setup window in writing to the EMC on 14 November 2025, noting that both logistical preparation and the lead time available to stakeholders to confirm participation in interviews were constrained. The planned field debrief in Uganda was cancelled due to a conflicting national workshop.

To mitigate these constraints, the evaluation team applied flexible scheduling and repeated follow-ups with non-responding stakeholders, maximised joint FGDs and grouped interviews during the field missions to preserve evidentiary breadth within the compressed timeline, and validated preliminary findings through the Honduras debrief on 10 December 2025 and the global evaluation debrief on 28 January 2026. Written inputs received during the subsequent report review phase were used to fill evidentiary gaps where consistent with the triangulated evidence base.

Baseline data gap. While baseline data for output indicators were available, no baseline existed for outcome indicators because neither the project nor the donor had planned a baseline survey. This limits the ability to assess change at outcome level. The evaluation relied on triangulation across documentary, interview, and survey evidence to establish plausible contribution claims, and the planned QulP study will complement this evaluation by

capturing direct beneficiary perspectives and consulting stakeholders not reached during this assessment.

1.6 Ethical Safeguards and Quality Assurance

The evaluation was conducted in accordance with the UNEG Ethical Guidelines for Evaluation, the ILO Code of Conduct for Evaluators, and the OECD/DAC Evaluation Quality Standards.

Child protection and "Do No Harm." The evaluation team did not conduct direct interviews with children or vulnerable families. Evidence on child-level outcomes was drawn from existing monitoring data and the perspectives of adult stakeholders, including parasocial workers, teachers, and community volunteers. No personally identifiable information concerning children, families, or specific community locations was used in reporting, in compliance with data protection principles.

Informed consent, anonymity, and independence. All participants were informed of the evaluation's purpose and their right to decline or withdraw at any time. Confidentiality was maintained for all sensitive information; quotations in the report are anonymised. The evaluation team operated with independence of judgment, and implementing partner staff were not present during field visits and interviews.

Disclosure of AI-assisted tools. The evaluation made use of artificial intelligence tools at specific stages of the data processing workflow, in line with emerging UNEG guidance on the ethical use of AI in United Nations evaluations. Recordings were transcribed using Zoom, Turboscribe, and Google Workspace. Google NotebookLM was used for document management and cross-referencing qualitative evidence against the evaluation matrix. Anthropic's Claude was used for supporting the editing and quality control of written outputs. AI tools were not used to generate evaluative findings, conclusions, or recommendations. All analytical judgments, evidence weighting, and evaluative assessments were formed by the evaluation team and are the responsibility of the Lead Evaluator.

► 2. Evaluation Findings

2.1 Relevance

The evaluation rates the overall relevance of the CLEAR Supply Chains project as satisfactory.

EQ1: Relevance to Beneficiary Needs and Stakeholder Priorities

Survey data confirms strong stakeholder alignment, with 88.1 per cent of respondents strongly agreeing that project objectives match their organizational priorities. Two design-level constraints affect the depth of relevance: the delayed root-cause research under Output 1.3, and the absence of viable social protection referral mechanisms in either full-model country (analysed in detail under Conclusion 2).

Strategic Alignment with Needs and Mandates

During the six-month inception phase, the consortium conducted coffee value chain mappings in Uganda and Honduras, tripartite consultations with government, employers' and workers' organizations, and baseline needs assessments to prioritize intervention areas based on poverty indices and child labour prevalence. The social targeting strategy mandates sequential layering of agency services to the same households, reinforcing the area-based approach. At the local level, the project engages existing institutional structures (Municipal Councils for Children's Rights and CONETI in Honduras, Child Wellbeing Committees and the NSCCL in Uganda, reactivated with ILO support) rather than creating parallel systems. The project's strategic alignment with national frameworks is documented in Table 6, the mapping of solution areas to identified needs in Table 7, and each agency's comparative advantage in Table 8.

Relevance to Beneficiary and Stakeholder Needs

For children and adolescents, field respondents in Uganda reported perceived reductions in child labour in target communities, and in Honduras UNICEF's Educational Bridges addressed a seasonal care gap validated by organic demand from initially non-participating communities. FAO's Junior Farmer Field and Life Schools (JFFLS) in Honduras and Farmer Field Schools (FFS) in Uganda combine agricultural training with life skills and climate adaptation, offering preventive capacity development and a structured education-to-decent-work transition for adolescents aged 14 to 17 at risk of child labour. Farmer-level interventions more broadly are grounded in livelihood strengthening, labour-saving technologies, climate-resilient production, and risk reduction within smallholder systems, addressing the structural drivers of child labour ex ante. The realistic outcome horizon at mid-term is intermediate: practice adoption, reduced labour intensity, and enhanced resilience capacities, which are necessary preconditions for longer-term reductions. Income transformation and poverty reduction depend on value chain dynamics and timeframes beyond the project's direct control; in the interim, persistent seasonal income gaps continue to compel reliance on children during the harvest in the poorest households.

For women, structural interventions (FAO's independent coffee plots and inclusive cooperative models in Uganda, UNICEF's psychosocial support within the Educational Bridges in Honduras) respond to documented gender-specific needs, with 80 per cent survey agreement on gender integration. Trade union partners developed a gender policy directly informed by the project.

For youth aged 14 to 17, Junior Farmer Field and Life Schools (JFFLS) participants have requested expanded content on entrepreneurship and crop diversification, confirming responsiveness to the education-to-employment gap (85 per cent survey agreement on youth participation).

Workers' organizations (COFTU, UFABWU in Uganda) describe the project as "timely" and valued its provision of a crucial entry point into the informal sector. Representatives noted that participating farmers began identifying child labour cases without external policing, forming follow-up committees from cooperative leaders.

For employers and the private sector, relevance centres on alignment with EU due diligence requirements, with ITC's due diligence readiness assessments of local cooperatives directly responding to compliance needs, and with ITC's public-private task force in Uganda serving as a concrete mechanism through which due diligence is linked to supply chain operations. However, some private sector stakeholders, specifically national business associations and multinational buyers, consulted by the evaluation noted that strategic dialogue has prioritized government sector and high-level policy, rather than practical integration with their supply chain operations. Despite this, local cooperatives confirmed that participation in due diligence activities improves European market accessibility, and demand for project services exceeds current geographic coverage.

Indigenous engagement in Honduras is grounded in FPIC protocols under ILO Convention 169, with communities donating land for youth field schools.

For persons with disabilities, the evidence is less favourable. While the Uganda field report documented positive instances of disability inclusion in farmer field schools, these appear to be localized rather than systematic. Survey data shows that disability inclusion received the lowest agreement rating among all cross-cutting dimensions (52.9 per cent "strongly agree," compared to 85.0 per cent for youth and 80.0 per cent for gender), and multiple respondents noted that persons with disabilities were not integrated into the project design, the Theory of Change, or the monitoring frameworks.

In Viet Nam and the DRC, where the project operates a targeted rather than full integrated model, relevance is confirmed by the alignment of project activities with national priorities and the strategic positioning for EU due diligence compliance, though the depth of community-level engagement is necessarily more limited.

Design-Stage Acknowledgement of the Social Protection Constraint

The Project Document premised its social protection strategy on facilitating access to existing national mechanisms, acknowledging budget limitations precluded establishing new schemes. The inception phase confirmed this was not viable: in Uganda, no social protection scheme covers informal agricultural workers; in Honduras, coverage is concentrated in urban

areas with very low reach in rural coffee-growing zones. ILO redirected its efforts toward skills development, delegating social protection to the Accelerating Action for the Elimination of Child Labour (ACCEL) project in Uganda.

This social protection access gap has been rated "High" risk consistently since 2023 in the project's own risk register (Risk No. 7). The mitigation strategy, a division of labour with the ILO ACCEL project in Uganda, has not been verified by this evaluation as having closed the gap (see Conclusion 2 for detailed analysis).

High-level stakeholders have further emphasized the need for the project's knowledge component to move beyond productivity-focused technical solutions toward a financial and economic analysis of the coffee value chain. Specifically, stakeholders called for analysis of farmgate prices, farmer income dynamics, and the power imbalances that determine how value is distributed along the chain, citing the concrete example of pre-harvest liquidity crises in which intermediary traders exploit farmers' cash shortages to purchase coffee below market value. In this assessment, the project's current focus on modernization and mechanization, while valid, is not embedded in an adequate understanding of the political economy in which farmers operate. This perspective aligns with the project's own inception-phase finding that "price volatility is one of the big market risks affecting farmers and their livelihoods," which "often affects incomes and generates speculative disruptions and instability, increasing the risk that smallholder farmers resort to child labour".

Implementation Agility and Beneficiary Feedback

Community feedback mechanisms are functional: parasocial workers in Uganda, opinion mailboxes and WhatsApp groups in Honduras. Evidence confirms operational responsiveness, including schedule adjustments during harvest in response to parental demand.

However, implementation agility was constrained by administrative delays. Comprehensive "root cause" studies were not finalized by the end of 2024, requiring early policy interventions to proceed based on preliminary evidence. Technical teams noted the difficulty of retroactively developing the Theory of Change while simultaneously managing active implementation.

The Uganda field assessment also identified a geographic targeting risk: limiting interventions to two of seven sub-counties in one district risks displacement of child labour to neighbouring areas rather than district-wide reduction. This concern was echoed by a private sector partner who observed that the project's implementation in only a few districts is limited given the scale of the country.

EQ2: Responsiveness to Contextual Changes and Emerging Needs

Triangulated evidence from progress reports and key informant interviews indicates that the project demonstrated a generally effective capacity to adapt, deploying a combination of diplomatic engagement, language reframing, informal partnership arrangements, and activity reprioritization. However, these responses were largely reactive and informal rather than guided by a codified adaptive management protocol. Table 9 (see Annex 10)

summarizes the principal contextual changes and the strategies employed to maintain operational relevance.

Responsiveness to External Political and Institutional Changes

The project's relevance was tested by significant shifts in the political landscape, necessitating substantial deviations from the original implementation plan. In Viet Nam, a targeted country in which the four-agency integrated model was not mandated for full field-level implementation, the project worked through an evolving institutional context, including internal reorganisation at the Ministry of Labour, Invalids and Social Affairs (MOLISA) documented in the project risk register and a freeze on new project approvals. Evidence confirms that the project monitored this effectively and deployed a mitigation plan that pivoted away from direct ministerial implementation towards a "light touch" approach working with the Viet Nam Cooperative Alliance (VCA). This strategic adjustment allowed the project to deliver due diligence training to the private sector, which is consistent with the project's targeted-country modality in Viet Nam and has preserved relevance to national priorities.

Similarly, in Uganda, the government's decision to rationalise the UCDA by merging it into the Ministry of Agriculture (MAAIF) initially created institutional uncertainty; stakeholder accounts confirm that the department's function continued under the MAAIF and that agency-government working relationships were maintained, allowing value chain mapping to proceed.

Furthermore, the project demonstrated responsiveness to the evolving regulatory environment in Europe. Following the official adoption of the Corporate Sustainability Due Diligence Directive (CSDDD) in mid-2024, the framework transitioned from a policy proposal to an imminent compliance requirement and the project strategically adapted its private sector engagement strategy. It positioned itself as a technical assistance provider for compliance, specifically through ITC's readiness assessments, successfully engaging companies that were previously hesitant to discuss child labour, thus increasing its relevance to market actors. This technical-assistance role operates as one operational entry point within the project's systems-based prevention agenda, which combines responsible agrifood systems, producer resilience, and interventions on the structural conditions in rural livelihoods that underpin child labour risks.

Responsiveness to Internal and Community-Level Changes

At the community level, the project demonstrated a capacity for rapid, evidence-based adaptation. In Honduras, initial field missions in target communities revealed beneficiary resistance to the terminology of "eradication," which was perceived as a threat to family survival strategies. The project's monitoring mechanisms captured this friction, prompting the development of a "Joint Community Engagement Strategy." This mitigation measure standardised the consortium's language to focus on "protection" and "Educational Bridges" rather than eradication, a semantic pivot that was essential for securing community buy-in and maintaining local relevance.

However, responsiveness to internal administrative changes was more unequal. The project faced an internal challenge regarding the delayed integration of the ITC due to pillar assessment issues, which prevented the agency from officially signing the contract until July 2024. While the consortium mitigated this by inviting ITC to participate informally in inception meetings, the formal start of the "Access to Markets" component was administratively delayed. However, ITC's informal engagement from the outset, combined with experience from a parallel project in Uganda and global-level HREDD initiatives, enabled the agency to advance key outputs rapidly upon formal integration, with delivery broadly on track by the end of the first reporting year.

Disbursement lags from the donor caused a "stop-and-go" implementation rhythm (detailed under EQ11). Unlike the agile response to political shocks, the response to these financial constraints was limited to rescheduling and front-loading desk work, highlighting a structural rigidity in the funding mechanism that hindered operational efficiency.

Functionality of Monitoring Mechanisms

Documented evidence confirms that the project utilised formal monitoring tools to identify and respond to these changes. The Risk Register was updated in the 2024 progress report to reflect new threats, such as the potential for election-related violence in Uganda in 2026 and the outbreaks of Ebola and Marburg, which replaced previous concerns regarding COVID-19. Furthermore, the Theories of Change (ToC) for Honduras and Uganda were reviewed and refined several times during implementation to better reflect the "integrated area-based approach" and the specific social targeting strategies agreed upon by the agencies, demonstrating that strategic frameworks remained living documents capable of incorporating learning from the inception phase.

Diverging perspectives on responsiveness

Evaluation data reveals a tension between field-level agility and high-level structural rigidity. While 81.5% of survey respondents believe the project adjusted effectively to external changes, qualitative interviews uncover a divide: community-level actors perceive the project as highly responsive, while global partners and the private sector characterize the four-agency administrative structure as slow and bureaucratically complex.

Private Sector: The "Pace of Business" Disconnect. Some private sector stakeholders expressed a critical view of the project's responsiveness to internal operational needs. While they acknowledged the strategic relevance of the project's pivot towards EU compliance under the Deforestation Regulation (EUDR) and CSDDD, they characterised the operational responsiveness as "too slow" compared to business cycles. Interviews indicate frustration with the heavy administrative burden of the four-agency consortium, with one global partner noting that "things are taking years just for one or two decisions," leading to a loss of motivation. There is also a perception of a breakdown in communication loops, with partners noting a lack of recent updates on project adjustments, suggesting that responsiveness to the private sector's need for information has been insufficient. This pattern is not uniform. One private sector partner in Honduras reported that the project's responsiveness to operational needs has been adequate, with no major gaps identified, and highlighted the

value of the project's accompaniment in supporting tangible improvements in internal operations, market linkages and due diligence, alongside the peer-to-peer dialogue among exporters that the project has enabled. Structured engagement channels also operate in parallel, notably the EUDR/CSDDD Taskforce and the Uganda Coffee Platform, where ITC represents the consortium and conveys monthly updates on project progress and priorities, with activities designed with and for private sector actors to respond to business needs and competitiveness. These perceptions should be interpreted in light of the structural difference between commercial and development decision-making cycles: project engagement is structured around iterative, multi-stakeholder capacity-building and progressive alignment with evolving due diligence frameworks, which inherently differs in pace from commercial planning.

Implementing Partners and Donors: Logframe Rigidity and Design Constraints. A consensus emerged among UN agency staff and donor representatives at the global level that the project's responsiveness is hindered by its design. Stakeholders described the project as "born complex" and "very bureaucratic," arguing that the rigidity of the logical framework (logframe) limited the scope for flexible adaptation. Stakeholders specifically noted that the consortium structure creates "rigidity" because funding is pre-divided among agencies, making it difficult to reallocate resources flexibly when external circumstances (such as the disbandment of the UCDA in Uganda) demand a rapid pivot. Similarly, implementing partners felt the transaction cost of this coordination was extremely high.

Sub-National and Community Level: Operational Agility. Community-level responsiveness follows a different logic and pace and is an intended feature of the project's area-based implementation model, enabling context-specific adaptation within a structured governance framework. Stakeholders at the district and community levels perceive the project as highly responsive to their lived realities, and field staff and local volunteers cited specific instances of the project adapting to beneficiary feedback. In Honduras, volunteers credited the project with adjusting the schedule of "Educational Bridges" to include Saturdays and accepting children under three years old to accommodate parents' harvest work, a direct response to community requests that secured beneficiary buy-in. In Uganda, local trade unions reported that the project supported a shift from hotel-based meetings to workplace visits, adapting to the logistical constraints of farmers and enabling the unions to exceed their outreach targets.

Responsiveness in Targeted Countries (Viet Nam and DRC)

The evaluation's evidence base for assessing responsiveness in the two targeted countries is thinner than for the full model countries, reflecting both the lighter implementation modality and the absence of dedicated field data collection missions. In Viet Nam, the adaptive challenge extended beyond the extended decision-making delays at MOLISA discussed above. The anti-corruption campaign led to a restructuring and merging of ministries and provinces, which disrupted the project's partnership with the Viet Nam Cooperative Alliance (VCA) for training delivery in 2024. The project responded by contracting an external consultancy firm with established relationships in the Central Highlands coffee provinces to deliver due diligence training, covering all five coffee-growing provinces rather than the

original two. A further training with VCA is scheduled for early 2026 in the northern coffee-growing area.

In the DRC, the project built directly on the ILO COTECCO project's CLMRS framework, establishing national, provincial, and local implementation committees, training monitors and referral agents, and identifying 6,238 children in pilot. The 2024 progress report documents advocacy efforts to secure sustainable financing for the CLMRS through existing Mining Code allocations and corporate social responsibility commitments. A December 2024 mission to the DRC engaged both government and private sector actors to ensure operational continuity once project funding ceases. While these efforts demonstrate forward-looking responsiveness to the sustainability risk, the evaluation was unable to independently verify implementation progress in the DRC through field data collection or stakeholder interviews beyond the project's own reporting, and this limitation should be noted.

2.2 Coherence

The evaluation rates coherence as satisfactory.

EQ3: External Coherence with Policy Frameworks and Existing Initiatives

The project demonstrates high external coherence, embedding interventions within existing national governance structures and international frameworks rather than creating parallel systems, positioning itself as a technical provider for EU due diligence compliance.

Strategic Alignment and Complementarity with Frameworks

The project prioritised institutional alignment by anchoring its governance within pre-existing national structures rather than establishing project-specific steering committees.

In Honduras, evidence confirms the project was instrumental in reactivating the Commission for the Gradual and Progressive Eradication of Child Labour (CONETI), which had been dormant for two years. By integrating the project's objectives into this permanent state infrastructure, the intervention directly supported the review of the national hazardous work list, ensuring sustainability beyond the project lifecycle.

Similarly, in Uganda, the project advocated for the Ministry of Gender, Labour and Social Development (MGLSD) to reconvene the NSCCL, effectively transforming it into a policy-steering entity aligned with the National Action Plan.² In parallel, the project's coffee-sector interventions in Uganda align with the coffee sector development agenda led by the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), whose mandate covers agricultural extension, productivity, export promotion and farm-level service delivery; this linkage

² The government coherence assessment for Uganda draws primarily on MGLSD perspectives at the national level; the implications of the MAAIF coverage gap for these findings are discussed in Section 1.5.

reinforces the positioning of child-labour elimination within agricultural productivity and household income strategies rather than as a stand-alone social protection concern.

Internationally, the project aligned its solution areas with the requirements of the CSDDD and the Deforestation Regulation (EUDR). By developing national action plans for compliance, the project positioned itself as a bridge between local producers and global trade policy, framing child labour elimination as a market access imperative. This strategic coherence allowed the project to function as the operational arm for Alliance 8.7 Pathfinder Countries, ensuring that country-level data fed directly into global reporting mechanisms.

Operational Synergy and Avoidance of Duplication

Documented evidence confirms that the implementing agencies established explicit "divisions of labour" to avoid duplicating efforts with parallel development interventions. In Uganda, a strategic demarcation was negotiated between the CLEAR project and the ILO ACCEL Africa project. It was agreed that ACCEL would focus on social protection and health insurance, allowing CLEAR to concentrate resources on skills development and vocational training, thereby preventing resource fragmentation within the same coffee-growing districts. This division of labour represented a strategic decision to address a recognized social protection access gap: CLEAR's Project Document explicitly acknowledged that budget limitations precluded the establishment of new social protection schemes, and the inception phase confirmed that no existing system covers informal agricultural workers in Uganda. The delegation of social protection to ACCEL was intended to close this gap. However, the project's own risk register has continued to rate the adequacy of social protection access as high likelihood, high impact, and high significance in both reporting periods (2023 and 2024), and this evaluation was unable to independently verify that the ACCEL complementarity has translated into functional social protection coverage for CLEAR beneficiary households at the community level. The operational consequence is that while the division of labour avoids duplication between the two ILO projects, the social protection gap identified at design stage is likely to have remained unresolved for the target population.

In Viet Nam, to navigate a sensitive political environment and avoid "audit fatigue," the project was explicitly designed as a "supplement" to the existing ENHANCE and Vision Zero Fund projects, leveraging their established networks rather than replicating inception phases.

At the sub-national level, the project demonstrated a capacity to integrate with non-project initiatives to fill implementation gaps. In Honduras, the "Educational Bridges" component was designed to complement and enrich previous educational interventions established by local NGOs, rather than displacing them. Similarly, in Uganda, when project-specific skills training faced delays, district officials successfully leveraged external NGOs to provide vocational training for beneficiaries identified by the project, demonstrating effective ecosystem usage.

Active Participation in Coordination Forums

The project demonstrated active participation in relevant coordination forums beyond mere attendance, influencing policy discussions and joint outputs. In Honduras and Uganda, the

project teams participated in monthly interagency meetings. In Honduras, the project also engaged in the G16+ multilateral cooperation group (the country's principal development cooperation platform, composed of bilateral development partners, multilateral organizations, and national government), using these platforms to present unified progress reports and align geographical targeting project sites. In Uganda, the project's engagement with the CWCs moved beyond observation to active capacity building, enabling these statutory bodies to meet quarterly and process cases that were previously stalled.

Sector coordination platforms, such as Café Africa and the Uganda Coffee Federation, operate as national-level coordination channels for industry actors, bridging private sector, cooperatives, and development partners within the coffee ecosystem around information sharing, alignment with international market requirements (notably HREDD and EUDR), and the dissemination of standards and good practice across the value chain.

In Honduras, CLAC plays an analogous role in supporting cooperatives' compliance with EUDR requirements, including field data collection and ongoing technical support for compliance processes; cooperatives are at different stages of progress, ranging from initial data collection to more advanced risk analysis and reporting.

Differences in Stakeholder Perceptions

Evidence points to specific areas where ground-level friction coexists with strong high-level alignment. While 62.5 per cent of survey respondents strongly agreed that the project works well alongside other programmes without duplication, qualitative interviews exposed specific frustrations.

For example, stakeholders in Uganda disagree regarding the use of project resources for coordination meetings. Partners reported that project resources used to cover participant lunches for CWC meetings, and to reimburse transport costs for invited government actors (most notably police officers travelling from sub-county posts to district headquarters), generated perceived distortions in the local governance ecosystem. Some non-UN actors argued that such practices risk creating expectations of material support for statutory participation, potentially discouraging engagement with organizations that operate without comparable resources and thereby threatening the long-term sustainability of nationally owned child protection structures once external funding ceases. The UN implementing partners offer a different reading: framing this operational support not as incentives but as a necessary intervention to activate statutory structures that lack the budgetary allocation to function without external support. Other UN staff similarly acknowledged that the CWCs, while embedded in Uganda's legal framework, cannot realistically convene without some form of operational resourcing. The evaluation notes that all participating UN agencies adhere to a common UN policy prohibiting the payment of sitting allowances to government officials; no official is remunerated for attending meetings. Government officials may, however, receive reimbursement of actual transport costs when travel is required for participation, alongside basic meeting catering provided to all participants. This observation applies to specific agencies and coordination contexts; ITC, for instance, reports promoting co-investment and shared responsibility by government and private sector actors in its stakeholder engagement, rather than providing financial allowances

The remaining issue for the project's operational guidance is therefore the clearer articulation of the boundary between legitimate cost-recovery measures that enable statutory participation and the potential emergence of expectations of material support among salaried officials whose mandates should ordinarily compel their engagement.

Some private sector stakeholders at the global and national levels perceived operational redundancy regarding agricultural training. Companies noted that they already employ agronomists to teach Good Agricultural Practices (GAP) as part of their business operations. Consequently, FAO's implementation of similar agronomy training was viewed by some partners as adding a layer on top of existing private sector work rather than filling a genuine gap. The evaluation notes, however, that this perception does not fully capture the scope of FAO's engagement, which extends beyond GAP to cover income-generating activities, climate-smart and agroforestry practices, livelihood diversification, digital marketing, the integration of child labour risk mitigation into agronomic practices, and which targets multiple farmer segments including cooperative members, Farmer Field School (FFS/JFFLS) participants, and non-affiliated smallholders typically outside the reach of private sector advisory services. FAO's approach also operates through a dual pathway, combining direct engagement with farmers and strengthening of public agricultural extension services, ensuring both immediate practice adoption and longer-term institutional capacity, which positions the agency's contribution as complementary to, rather than duplicative of, private sector agronomic support.

Additionally, civil society actors in Uganda pointed to an opportunity that was not fully realized for complementarity between the project's root-causes research under Output 1.3 and community-led participatory work being implemented by the Child Labour Platform's remediation mechanism in the same districts. The project team noted that its assessment primarily synthesized existing studies that met defined quality standards and had been shared in time for inclusion, and that the key community-led participatory work referenced by stakeholders only commenced in mid-2025, after the evaluation's data collection phase had closed. The ILO root-causes analysis was further designed to examine structural drivers, including business practices such as procurement dynamics and pricing, beyond the typical scope of many civil society or private-sector studies.

EQ4: Coherence of Cross-Cutting Approaches with Agency Strategies and National Policies

Cross-cutting priorities are aligned with agency strategies and national policy frameworks, though the degree of operational integration varies across themes.

Strategic Alignment with Policy and Mandates

The project's design exhibits strong documented alignment with national and partner strategies for gender, youth, and climate, moving beyond rhetorical inclusion to structural integration. In terms of gender equality, the intervention is coherent with the ILO's normative mandate and aligns with the Policy of Gender of the Coffee Subsector in Honduras. This is operationalised through the Women's Leadership and Empowerment Programme (WLEP) in Uganda, which directly addresses the national need to empower female farmers who,

Independent Mid-Term Evaluation (MTE) of the Ending child labour in supply chains: Addressing the root causes of child labour in supply chains through an area-based approach (CLEAR Supply Chains) project. (2023-2025)

despite heading 40 per cent of coffee households, face restrictive norms regarding land ownership, sale, and marketing of coffee.

Regarding youth empowerment, the strategy creates necessary synergies with national frameworks. In Uganda, the project supports the National Strategy for Youth Employment in Agriculture (NSYEA) by addressing skills mismatches, while in Honduras, FAO contributed directly to the design of the new National Youth Policy, ensuring child labour prevention is integrated into national youth agendas. Similarly, climate resilience is treated as a central prevention strategy for child labour, aligning with FAO's agrifood mandates and the Climate Change Policy of the Coffee Subsector in Honduras.

The inclusion of indigenous peoples is grounded in the ILO's custodianship of Convention 169 on Indigenous and Tribal Peoples, which provides the normative foundation for the project's engagement in western Honduras, where the target communities are predominantly Maya Ch'orti' (in Copán) and Lenca (in Lempira). The project operationalizes this alignment through Free, Prior and Informed Consent (FPIC) protocols implemented by the ITC in its cooperative assessments and by FAO in its Junior Farmer Field and Life Schools. In Honduras, this approach is coherent with national constitutional provisions on indigenous rights and with the framework of the Regional Initiative for Latin America and the Caribbean Free of Child Labour, which identifies indigenous children as a priority population.

However, alignment with disability-specific national frameworks (such as Uganda's Persons with Disabilities Act) is limited, and operational integration remains weak (see the full cross-cutting effectiveness assessment under EQ9).

Operational Integration

The integration of cross-cutting issues is measurable at the output level but obscured at the budgetary level. An analysis of the logical framework reveals that within Result Area 2 (Solutions), 44 per cent (4 out of 9) of outputs are explicitly titled and designed to address cross-cutting drivers (e.g., Output 2.5 on Climate, Output 2.8 on Rights/Gender, Output 2.9 on Youth). The 2025 Joint Workplan further evidences high density in activity planning; for instance, Output 2.5 alone contains 22 distinct activities linking climate change to child labour reduction. Activity counts across agencies are not fully comparable, as work-planning practices differ: some partners disaggregate a single intervention into multiple preparatory and implementation steps, while others record it as a single activity. While field-level workplans (e.g., Honduras) show dedicated resource allocation for these cross-cutting priorities, global financial tracking remains a challenge (see EQ12).

Stakeholder Perceptions and Inclusiveness

Triangulation of survey data and interview transcripts reveals a hierarchy of successful integration. Stakeholders perceive gender equality and youth empowerment as the most successfully integrated themes. Survey results indicate that 80 per cent of respondents "strongly agree" that the project takes gender equality into account, supported by qualitative evidence of transformative changes, such as women in Uganda gaining control over land allocation, allocation of household incomes towards children's education, health, and provision of necessities. Similarly, 85 per cent strongly agree that youth participation is

supported, evidenced by innovative engagement strategies like "Digital Champions" in cooperatives.

Climate change is also perceived as well-integrated (81.6 per cent agreement in the survey), with stakeholders viewing climate-smart agriculture as an "entry point" for addressing poverty, the root cause of child labour.

Perceptions regarding Indigenous Peoples are geographically specific; in Honduras, approval is high (74.3 per cent) due to the rigorous application of Free, Prior and Informed Consent (FPIC) processes mentioned above. Migrant workers, particularly in Honduras, are recognised as a vulnerable group benefiting from "Educational Bridges" during harvest seasons, though specific policy-level advocacy for this group appears less prominent than for indigenous populations.

Analysis reveals a strategic divergence regarding the depth of impact on economic drivers within the project's logic. While implementing teams categorize gender empowerment as a primary root-cause strategy, broader institutional feedback indicates initial challenges in establishing the causal link between gender equity and child labour elimination.

Although quantitative survey data reflects high confidence in climate integration, qualitative critiques point to a mismatch between the ambitious wording of climate indicators that link to global warming reduction, and the realistic operational scope of a pilot intervention. This suggests a perceived disconnect between the high-level aspirations of the logical framework and the project's actual delivery capacity.

Financial monitoring of cross-cutting themes reveals a structural visibility gap rather than a programmatic deficit. Because the global Contribution Agreement budget is structured by UNDG administrative categories (e.g., Staff, Travel) rather than by results-based thematic areas, tracking exact expenditures on cross-cutting priorities is structurally challenging. For instance, while programmatic reporting confirms the implementation of gender-targeted interventions (such as the Women's Leadership and Empowerment Programme (WLEP) in Uganda) and the Honduras 2025 Annual Operating Plan explicitly costed USD 15,000 for gender equality promotion, a mid-2025 financial snapshot in Honduras reflected a 'zero' expenditure balance against specific gender activity codes. This divergence indicates that cross-cutting investments are frequently absorbed into staff or consultancy lines rather than being tracked as discrete thematic expenditures, limiting the consortium's ability to easily quantify its financial footprint for gender and inclusion.

The evaluation identifies immediate operational adjustments ("Quick Wins") to improve delivery efficiency and inclusivity, alongside longer-term structural shifts required to align the project's strategic design with the reality of root causes. Identifying the specific gap addressed and the supporting evidence for each. These are presented in Table 10 (see Annex 12).

EQ5: Internal Coherence of Partner Roles, Responsibilities, and Coordination

The Solution Area model assigns lead agencies based on comparative advantage; the theoretical coherence of roles is correspondingly high.

Structural Design and Mandate Specialisation

The project architecture is formally codified in the Project Document (PRODOC) and a Memorandum of Understanding (MoU), which delineate seven "Solution Areas" (see introduction section) led by specialized agencies. This lead-agency model has been successful in establishing clear technical boundaries that are consistently communicated to tripartite constituents. The "Social Targeting Strategy" further ensures coherence by mandating that beneficiaries receive a coordinated "care package" rather than fragmented services. Documents, survey data (80.6 per cent agreement on joint results), and government interviews align in concluding that the specialized "Solution Area" model provides a superior technical framework for beneficiaries compared to siloed delivery.

The ITC could not formally join the project until July 2024 due to pending pillar assessments. Although ITC was involved in consortium meetings from the design phase through early implementation, the absence of formal contractual engagement produced initial administrative delays and uneven integration into the consortium's shared results logic. The consortium framework subsequently allowed ITC to synchronise with partners and regularise its contribution.

Coordination on Specific Interfaces

Some stakeholders initially perceived overlap between ILO and ITC engagement on HRDD, particularly in the development of due diligence tools for the same coffee cooperatives. In practice, the two agencies report working in a coordinated and complementary manner, with intentionally delineated roles: ITC focusing on readiness assessments, capacity building plans, and market linkage support, and ILO on child labour-specific training. Joint trainings were delivered where synergies were identified. ITC's engagement extends beyond diagnostic assessments to advisory support, remediation planning, and facilitation of commercial partnerships aligned with HREDD requirements.

A second illustration is the FAO–ILO joint capacity-building programme for agricultural extension workers and labour inspectors, conceived as a coordination and referral-strengthening mechanism rather than as an integrated training model. The programme is intended to align the two agencies' frontline interfaces with government workforces operating in the same field areas, and includes a dedicated session for public and private sector participants to map their respective advisory systems and improve mutual understanding of complementary mandates.

Field-Level Coherence

Cooperative-level feedback received during report review indicates that, at implementation level, these interventions have largely been experienced as complementary. Field level partners in Honduras confirmed a strong level of coherence between ITC and ILO, highlighting their complementary roles and coordinated approach, which has strengthened relationships, improved positioning and access to networks, and enhanced understanding of key topics through inclusive training activities involving producers, women and youth; the cooperatives described the collaboration as strategic and effective.

They emphasised a similarly strong level of coherence and alignment between ITC, ILO and FAO, noting that despite distinct mandates the agencies have worked toward shared objectives, with complementary and coordinated actions rather than duplication, and with each agency addressing a specific thematic area within a common project framework that produces a more comprehensive and integrated approach.

The evaluation further notes that UNICEF's contributions, including the Educational Bridges seasonal care intervention in Honduras and child-protection systems work in both full-model countries, intersect with FAO's farmer-level engagement during peak harvest periods and with ILO's child-labour-specific training and labour-rights work, reinforcing the layered approach to children, adolescents and farmer households within the same target communities.

Design-Level Gaps

The consortium's composition reflects a deliberate design choice not to include a dedicated social protection pillar. As discussed under EQ3 and EQ1, this gap was recognised at design (Project Document budget limitations precluded new social protection schemes) and was addressed through a strategic division of labour with the parallel ILO ACCEL Africa project; the project's own risk register continues to flag the adequacy of social protection access at the community level, and this dimension is examined in detail under Conclusion 2.

Furthermore, while the design documentation emphasises "leaving no one behind," there is a gap regarding the inclusion of persons with disabilities and migrant workers. Unlike the robust FPIC protocols established for indigenous peoples in Honduras, the project lacks dedicated budget lines or specialised programming to address the unique vulnerabilities of children with disabilities from the outset (see EQ9).

Administrative Coordination

Evidence regarding the administrative burden on beneficiaries during joint activities presents a mixed picture. Consortium management reports that UN agencies have successfully harmonized their processes by utilizing a single common participant form for joint activities, noting that any observed duplication primarily stems from government counterparts requiring their own institutional registration forms during co-facilitated sessions. However, qualitative field data indicates that this harmonization may not be uniformly experienced on the ground; key informant feedback highlighted instances where beneficiaries still had to complete multiple forms to satisfy the individual transparency, accountability, and financial settlement rules of the participating UN agencies. Ultimately, while the consortium has made structural efforts to streamline documentation, beneficiaries occasionally still navigate parallel administrative requirements.

Lessons for Improved Inter-Agency Coordination

Three preliminary lessons emerge from these coherence findings; they are developed in full in the Lessons Learned section of Annex 16. (See Lessons 1, 2 and 3 under Annex 16)

2.3 Effectiveness

The evaluation rates the overall effectiveness of the CLEAR Supply Chains project as moderately satisfactory. Output delivery is on track, with particular strength in community-level protection and governance revitalization, while progress on upstream outcomes is slower, as can be expected at project mid-term.

EQ6: Effectiveness of Joint Monitoring and Adaptive Management Mechanisms

The project has operationalized a multi-tiered governance structure ensuring regular information exchange, but effectiveness for strategic adjustment is constrained by logframe rigidity and the absence of digitalized and interoperable national data collection systems.

Tiered Governance & Coordination Framework

The project operates through a three-tier governance structure: an annual Global Steering Committee, bi-monthly global/country interagency meetings, and monthly national interagency meetings. (see Section 1 / Introduction)

Mirroring this, the project's joint monitoring is governed by three distinct tiers:

- Tier 1: Global Steering Committee (SC): Composed of the EC, ILO, UNICEF, FAO, and ITC, this body provides high-level strategic oversight and meets annually or on an ad-hoc basis.
- Tier 2: Global/Country Interagency Meetings: Initially held monthly during the inception phase, these shifted to bi-monthly sessions to maintain alignment across headquarters and national teams.
- Tier 3: National Interagency Meetings: In both Honduras and Uganda, these occur monthly to discuss joint workplans, site selection, and logistical synchronization.

While these mechanisms are effective for information sharing (53.8 per cent of survey respondents strongly agreeing that partners communicate effectively), there is a notable "transaction tax" (see Efficiency section).

Some private-sector partners consulted for this evaluation reported they were not fully integrated into the project's monitoring feedback loops, specifically noting they "don't recall recent updates" regarding project progress; open-text responses to the online survey similarly flagged a "need for more transparent and consistent/structured communication". This finding is indicative rather than representative. Sector-level information-sharing structures, including those convened by Café Africa, the Uganda Coffee Federation, and the Uganda Coffee Platform, operate in parallel and were not fully captured by this evaluation; the gap is therefore one of integration between project-level and sector-level information channels rather than absence of engagement.

Progress Monitoring: Structural Framework and Rigidity

The management of output and outcome monitoring relies on a consolidated, manual reporting architecture rather than a unified digital system. The process is anchored in a joint

project monitoring plan and operationalised through an Excel-based M&E template which agencies are required to update on a quarterly basis.

The monitoring system is contractually bound to the project's Logframe that was designed at the beginning of the project (part of the PRODOC) and mainly serves as an accountability tool. Implementing partners describe this logframe as a static structure that was "set in stone" based on the initial project document, in contradiction with the project's adaptive nature. Technical staff noted that the logframe often fails to capture the complexity of the Integrated Area-Based Approach, requiring them to artificially fit innovative field activities into pre-defined indicator categories. To address this, a Theory of Change (ToC) was co-created six months into implementation to provide a more responsive narrative framework for outcomes, though aligning the daily Work Plan with the contractual Logframe was widely described as a significant administrative burden.

Data Management and Interoperability

An identified obstacle to effective joint monitoring is the lack of a live, interoperable digital interface. Attempts to establish a shared Microsoft Teams repository for real-time collaboration failed due to inter-agency licensing and access restrictions. Consequently, the consortium relies on manual email exchanges to circulate the M&E template, which hinders real-time visibility. This manual aggregation creates operational bottlenecks; in Honduras, for instance, delays in submitting quarterly data by one agency prevented the lead agency from closing the consolidated progress report, demonstrating the system's vulnerability to individual partner non-compliance. The lack of a unified beneficiary database creates data integrity risks, specifically "double and triple counting" in Uganda, where the same child receiving services from multiple agencies is potentially recorded as a unique beneficiary by each partner. The resource and time costs associated with these data management challenges are analysed in the Efficiency section.

Methodological Approach to Outcomes

Regarding outcome and impact monitoring, the project successfully navigated a divergence between donor expectations and methodological feasibility. The donor initially requested quantitative impact attribution using national child labour prevalence rates (SDG 8.7.1). Implementing partners successfully argued that attributing national-level changes to a pilot intervention without a counterfactual or baseline was scientifically invalid. As a result, the project pivoted to a mixed-method approach combining the Qualitative Impact Protocol (QulIP), which gathers narrative evidence of behavioural change and causal drivers directly from beneficiaries, with FAO's GIS-based risk estimation index (DIGICHILD) to provide quantitative risk modelling rather than direct prevalence measurement.

Tracking of Cross-Cutting Priorities

The integration of cross-cutting issues into monitoring systems reveals a disparity between well-established priorities and those that remain less visible in the data.

Successes in Mainstreaming (Gender, Youth, and Climate): Gender and Youth empowerment are robustly tracked. Survey data indicates that 62.5 per cent of stakeholders believe Gender

Equity is "Fully Tracked", supported by specific indicators such as women's leadership in cooperatives. Similarly, 68.8 per cent of respondents confirmed that Youth Empowerment is fully tracked, utilising distinct indicators for the 14–17 age bracket to differentiate "youth employment" from "child labour".

Climate change and environmental sustainability also benefit from high visibility within the monitoring architecture, with 60 per cent of respondents reporting it as "Fully Tracked". Unlike themes that are merely "mainstreamed," climate action is structurally embedded as a standalone project Output (2.5), ensuring that indicators (such as the adoption of climate-resilient agricultural practices) are mandatory rather than optional. Furthermore, the FAO's DIGICILD system integrates geospatial climate data into child labour risk modelling, effectively automating the monitoring of this intersection.

Context-Specific Tracking (Indigenous Peoples): Monitoring of Indigenous Peoples displays a distinct geographic variance. While 51.9 per cent of global respondents believe it is fully tracked, a significant portion (33.3 per cent) indicated it is "Not Tracked". Qualitative evidence clarifies that this is not a failure of the system but a reflection of the project's geography; in Honduras, tracking is rigorous and procedural, governed by FPIC protocols in specific communities. In other implementation countries where Indigenous identity is less central to the targeting strategy, specific tracking mechanisms are absent, leading to the lower global aggregate score.

Identified Gaps (Disability and Migration): Conversely, Disability Inclusion and Migration status face significant visibility gaps. Approximately 30 per cent of respondents indicated that disability inclusion is "Not Tracked" or selected "Don't Know". Qualitative evidence confirms that while the project does not discriminate, it lacks specific indicators or budget lines to proactively monitor the participation of persons with disabilities, often rendering this group invisible in standard progress reports. Similarly, despite migration being a key driver of vulnerability in the coffee harvest, 43.5 per cent of respondents noted that migrant worker status is "Not Tracked", suggesting that the monitoring system captures settled community members more effectively than transient labour populations.

Monitoring-to-Action Feedback Loops (Case Evidence)

As documented in the Relevance section, beneficiary feedback mechanisms have been established at the community level through parasocial workers, opinion mailboxes, and cooperative assemblies.

Operational Pivot Points: In Honduras, community feedback collected by volunteers regarding harvest schedules revealed that parents required childcare on Saturdays. The project immediately adjusted the "Educational Bridges" schedule to include weekends, directly responding to beneficiary needs.

Methodological Evolution: As detailed above, the consortium successfully pivoted from quantitative impact attribution to the Qualitative Impact Protocol (QulP), demonstrating the project's capacity to adjust its evidence-generation strategy to match methodological realities.

Strategic opportunities for strengthening joint monitoring, including digital transformation of field data collection and pathways to nationalized data integration, are addressed in Recommendation 2 (Harmonise Social Targeting and Digital Monitoring) and Recommendation 4 (Streamlined Governance Model). Evidence of progress toward nationalized monitoring systems is presented under EQ14 (Sustainability).

EQ7: Effectiveness of Joint Coordination and Unified Delivery at Field Level

Joint coordination is functional at national and sub-national levels, with a divergence between high government satisfaction and private sector concerns about administrative complexity.

National and District Level Coordination and Communication

The project utilizes a robust, documented governance framework to ensure coherence across the ILO, FAO, UNICEF and ITC.

Institutionalisation of National Coordination

Documented evidence confirms that coordination is not merely ad-hoc but institutionalised. In Honduras, interagency meetings are formally scheduled for the first Thursday of every month, a mechanism that facilitated the strategic reactivation of CONETI in November 2024 after two years of dormancy. Similarly, in Uganda, the project leveraged its collective weight to advocate for the reconvening of the NSCCL, enabling it to actively steer policy on legal harmonization. This alignment with national structures ensures that coordination enhances government ownership rather than creating parallel project-steering committees.

District-Level Synchronisation ("Delivering as One")

At the district level, the project has demonstrated tangible evidence of joint delivery. In Uganda, the ILO and UNICEF jointly trained 132 parasocial workers in a target district, integrating child labour modules into the national child protection training package. This prevented the creation of separate "labour" and "protection" cadres, ensuring a unified community workforce. In Honduras, coordination was operationalised through an association of municipalities (Mancomunidad), which acts as a local implementing bridge. However, mission reports indicate that initial coordination gaps contributed to "community fatigue" in some areas where consecutive, uncoordinated visits by different agencies overwhelmed local stakeholders. In response, the agencies developed a "Joint Community Engagement Strategy" to standardise messaging and schedule joint missions, demonstrating adaptive management to ensure they delivered as one entity rather than four fragmented agencies.

The collaborative model has also strengthened political legitimacy. In Honduras, the combined weight of four UN agencies and the EU compelled local municipalities to pass ordinances and allocate budget lines for child protection, a level of policy influence that a smaller, single-agency project would struggle to exert.

Partner and Stakeholder Satisfaction

Quantitative and qualitative data reveal a generally high level of satisfaction with coordination mechanisms, though distinct variances exist by stakeholder type and geography.

Differentiated Stakeholder Assessments of the Integrated Model

Survey results indicate that 60.6 per cent of respondents strongly agree that partners communicate well at the national level, with similar confidence (57.6 per cent) at the sub-national level. Government stakeholders expressed high satisfaction, noting that the project successfully broke down silos between the Ministries of Labour and Agriculture, forcing them to "sit at the same table" for the first time.

The evidence base points to substantive operational value-added from the integrated model. Three case assessments documented in Annex 18 illustrate functioning complementarities that would have been difficult to achieve under parallel single-agency implementation: cross-agency data utilisation in Uganda, where ITC bypassed a six-month scoping phase by drawing on FAO's cooperative database; cross-sectoral resource layering in Honduras, where FAO's JFFLS provided nutritional inputs for UNICEF's Educational Bridges; and integrated referral pathways in Uganda, where parasocial workers trained by ILO and UNICEF identify, refer, and advise across agency mandates. A structured overview of results attributable to the joint nature of the project by geographical level is presented in Table 15 (Annex 14).

Alongside these documented efficiencies, a limited number of private sector partners and donors consulted by the evaluation expressed scepticism regarding the efficiency of the consortium model. This is presented as an indicative perception from a subset of consulted actors rather than as a representative finding (see Section 1.4); a detailed stakeholder perspective analysis is provided under EQ2.

UN agencies themselves acknowledge both the strategic value of the integrated model and the coordination effort it requires. Coordination and joint accountability are intrinsic to multi-agency programming and are integral to effective delivery rather than evidence of its absence. Specific friction points were nonetheless documented, including instances where delays in data sharing from one agency hindered the timely closing of quarterly monitoring reports. These indicate that while strategic coordination is strong, operational interoperability would benefit from further strengthening.

EQ8: Progress Towards Outputs, Intermediate Outcomes, and Expected Results

A distinct divergence exists in stakeholder assessments: field-level actors report high satisfaction with the immediate protective environment, while other partners express concern about the pace of progress on economic root causes.

Delivery of Outputs vs. Plan by Result Area

The analysis of Output delivery across the four result areas (See Annex 14) reveals an uneven pattern that reflects both the strengths and sequencing logic of the consortium model. Community-level protection and education outputs under Result Area 2 are the strongest

performers: the project has exceeded its social service workforce targets in Uganda (557 community workers trained) and established functional child identification and referral systems in both full-model countries. These outputs were delivered through existing institutional structures rather than parallel mechanisms, which is consistent with the project's sustainability logic.

By contrast, outputs requiring upstream coordination or sequential dependencies are time-dependent, reflecting the phased sequencing embedded in the project design. The root-cause research under Output 1.3, which was intended to provide the analytical framework for policy interventions, has been rescheduled to 2025, meaning that community-level implementation has proceeded without the evidence base the Theory of Change assumed would be available. The formal skills development component (Output 2.9) faces a similar sequencing architecture, with rapid skills assessments commencing in late 2024 and formal TVET provision not yet operational, leaving a gap for adolescents aged 15 to 17 who have been withdrawn from child labour but lack onward pathways.

The global partnership component (Result Area 3) and the DRC mining component (Result Area 4) are on track within their respective scopes, with the CLMRS operational across 14 artisanal sites. In Viet Nam, operating under a targeted modality, delivery remains modest in scale with two child labour due diligence trainings delivered across five Central Highlands provinces in July 2025, with a third and fourth planned for 2026.

Theory of Change Assumption Validation

The evaluation assessed whether the foundational assumptions of the project's Theory of Change remain valid at mid-term. The full assumption validation matrix is presented in Table 12 (Annex 14). Four assumptions (training quality, service provider availability, private sector engagement, policy integration) are validated. The evaluative weight rests on six assumptions where partial validation or contradiction signals strategic risk, particularly regarding environmental stability, social protection access, and the tension between community willingness and economic necessity.

Three findings from the assumption analysis carry particular significance for the remaining implementation period. First, community willingness to participate is overridden by economic survival in the poorest households, where parents acknowledge child labour is harmful but lack alternative income sources during the harvest (Assumption 2). Second, no functional social protection system exists in either full-model country to which referred households can be directed (Assumption 3). Third, climate change has shifted harvest seasons to overlap with school terms, actively increasing the demand for child labour and directly contradicting the assumption of stable environmental conditions (Assumption 9). These three constraints operate simultaneously and reinforce one another, creating a structural challenge that the project's current instruments are not designed to address independently.

Progress Towards Intermediate Outcomes by Solution Area

The evaluation confirms that the integrated area-based approach is technically sound. However, progress toward outcomes reveals a distinct dichotomy: upstream outcomes

(policy reactivation, curriculum design, due diligence assessments) are largely achieved, while downstream outcomes (household income stabilization, youth employment, climate resilience) remain constrained by systemic factors. The detailed assessment by solution area is presented in Table 13 (Annex 14).

The assessment of progress toward agricultural and livelihood outcomes requires a timeframe-appropriate lens, given that coffee cultivation is a multi-year investment requiring three to five years to reach productive maturity. At mid-term, FAO-led field school approaches are delivering documented intermediate results along the causal pathway, transitioning from improved agronomic practices (such as the adoption of agroforestry and intercropping through Farmer Field Schools) through reduced production costs to greater household resilience. Because demonstrating full income effects and living income benchmarks will require sustained investment over multiple agricultural cycles, the evaluation assesses these achievements as critical, intermediate contributions to the model's economic logic rather than as completed impact outcomes.

Stakeholder Expectations Towards Desired Outcomes

Stakeholder expectations have recalibrated from anticipation of immediate national impact to a focus on model validation and regulatory compliance. While 63.4 per cent of respondents express confidence that the project is on track, a divergence exists: institutional partners expect a scalable proof of concept, while the private sector views the project primarily as a vehicle for EUDR/CSDDD compliance.

Private sector actors view the project primarily as an enabler for market access and EU regulatory compliance, with poverty alleviation understood as a longer-term outcome rather than an immediate deliverable. Cooperatives consulted by the evaluation recognised that successful commercialisation depends not only on market access but also on strengthening production capacity, improving quality along the value chain, and addressing climate-related challenges, indicating that market access is viewed as one component within a broader sustainable livelihoods pathway. Both donor and private sector stakeholders expressed limited expectations that the project will significantly alter the household-level economic drivers of child labour within the current timeframe, while acknowledging that supply chain capacity building contributes to farmer resilience and, over time, to income generation (see the design-stage analysis under EQ1).

Government stakeholders expect permanent institutionalization: in Uganda, adoption of the child labour monitoring system as the national standard; in Honduras, embedding of Educational Bridges curricula in the Ministry of Education's rural strategy. However, civil society and local government actors temper these expectations with concerns regarding the financial sustainability of coordination structures once project-funded operational support is withdrawn (see the structural analysis under EQ3). The evaluation notes that this concern applies unevenly across agencies: ITC's interventions are embedded within established coordination platforms driven by institutional mandates and regulatory necessity rather than project funding.

Stakeholder expectations regarding cross-cutting outcomes (gender, youth, indigenous peoples, migrants, climate, disability) are assessed under EQ9.

Six case studies documenting progress toward intermediate outcomes are presented in Annex 18. These cover: the Educational Bridges model in Honduras (protection and gender outcomes, including reported reductions in teenage pregnancy); the community-based monitoring network in Uganda (57 per cent withdrawal rate among identified children); the shift from eradication to protection messaging in Honduras (labour rights and social norm change); livelihoods and disability inclusion through Farmer Field Schools in Uganda; pre-competitive collaboration on due diligence readiness in Uganda; and the JFFLS model for youth aged 14 to 17 in Honduras.

EQ9: Progress on Gender Equality, Youth Empowerment, and Cross-Cutting Results

The project has achieved significant traction in gender equality and youth empowerment. Evidence gaps persist for persons with disabilities and migrant workers, which lack dedicated budget lines and granular monitoring data.

Gender Equality and the Empowerment of Women and Girls

The project has moved beyond numeric participation to target structural empowerment, most notably through the Women's Leadership and Empowerment Programme (WLEP) in Uganda and partnerships with the International Women's Coffee Alliance (IWCA) in both Uganda and Honduras. Triangulated evidence indicates that these interventions are altering household resource allocation; in Uganda, male spouses have begun allocating specific plots of land to women for independent coffee cultivation, ensuring women control revenue which is subsequently prioritised for children's education. Survey data supports this positive perception, with 80 per cent of respondents agreeing that gender equality is effectively considered in project activities. As documented in Annex 18 (Case Study 1: Educational Bridges), the provision of "Educational Bridges" during the harvest season in Honduras also generated a significant unintended gender outcome: a reported reduction in teenage pregnancies attributed to girls being protected from high-risk environments (this finding requires systematic verification through health data). Despite these successes, initial implementation faced challenges in convincing donors that gender-based economic empowerment is a primary, rather than peripheral, strategy for child labour elimination.

Youth Empowerment and the Generational Relief Strategy

Interventions for youth specifically target the 14–17 age cohort to facilitate safe school-to-work transitions and address the "generational gap" in the coffee sector. In Uganda, the project has successfully engaged youth as "Digital Champions," utilising tablets for cooperative data management, which reframes agriculture as a technologically advanced sector and attracts younger workers who typically avoid manual farm labour. In Honduras, the JFFLS have integrated technical agronomy with life skills, reaching 266 children during the 2024 harvest season. However, stakeholders noted that youth who exit the formal school system after primary education still face a dearth of alternatives, suggesting that the project's

current coverage for post-primary vocational training requires further scaling to prevent engagement in hazardous work among older adolescents.

Climate Resilience and Environmental Sustainability

Climate action within the project operates at two distinct levels that serve different functions for the project's core objective. Climate mitigation metrics position supply chain actors to meet EU regulatory requirements (EUDR, CSDDD), while climate adaptation strategies address the immediate livelihood pressures that drive families toward child labour by strengthening household resilience against weather shocks and income volatility.

The evidence suggests these two levels are not equally advanced. The EU donor cautioned that framing objectives around global emissions risks non-realization, as an intervention of this scale has negligible influence on global temperatures; the project's sphere of influence lies in the resilience of the primary producer. ITC readiness assessments reinforce this observation: in Honduras, only 33 per cent of assessed entities track Scope 1 and 2 emissions, and in Uganda, monitoring systems for energy consumption and emissions are not widely implemented. Mitigation tracking, while necessary for future market access, currently functions as a compliance requirement rather than a driver of child labour reduction.

Progress is most visible where adaptation links directly to livelihoods. FAO's JFFLS, climate-smart agriculture training, and bioeconomy solutions focus on practical measures such as intercropping, soil fertility, and pest management that reduce drudgery tasks often assigned to children and stabilize household income. FAO has further operationalized this nexus through the DIGICHILD geospatial index, which overlays environmental degradation and crop failure variables to predict child labour risk areas. While 60 per cent of survey respondents state that environmental issues are fully tracked, the balance of evidence points to a gap between the project's adaptation strengths at community level and its mitigation tracking capacity at supply chain level.

Inclusion of Indigenous Peoples and Migrant Workers

Inclusion of indigenous communities is highly contextual and evidenced primarily in Honduras, where the project adheres to ILO Convention 169 through FPIC protocols implemented by the ITC and FAO. This approach generated high trust in a target area in Honduras, leading indigenous communities to donate land for youth field schools. In contrast, the inclusion of migrant workers remains focused on risk identification rather than targeted service delivery; while migration is recognised as a primary driver of child labour in Honduras due to "left-behind" children, specific activities for seasonal migrant families are less documented in the 2024 reporting cycle. Evidence regarding the actual participation of internal or seasonal migrant workers in cooperative leadership or JFFLS is thin, with most reporting focusing on migration as a macro-economic risk factor.

Inclusion of People with Disabilities (PwDs)

The inclusion of PwDs is consistently identified as the weakest cross-cutting component, with 30 per cent of survey respondents stating it is not tracked or that they are unaware of specific activities. There is no granular data showing the number of children with disabilities who have accessed remediation or vocational training across the four target countries. While the social targeting strategy includes PwDs, there is a lack of disaggregated output data and dedicated budget lines to address their unique needs, such as specialized mechanization tools or accessible educational facilities. A notable exception occurred in Uganda, where a district-level farmers' association intentionally included PwDs in Farmer Field Schools, though this appeared to be a partner-led initiative rather than a core project design feature.

EQ10: Enabling and Hindering Factors for Effective Delivery

External regulatory pressure (EU HREDD) is the strongest enabler, while consortium structural rigidities, disbursement delays, and political instability are the principal hindering factors. Table 14 (see Annex 14) illustrates how enabling and hindering factors are perceived across geographical levels, reflecting the unique challenges of the pilot model.

Factors Enabling Effective Delivery

External Regulatory Drivers and Private Sector Engagement Triangulated evidence from private sector partners and implementing agencies identifies the EUDR and the CSDDD as the most potent enablers of project engagement. These regulations have created an urgent demand for Child Labour Due Diligence (CLDD) tools, as coffee exporters in Uganda and Viet Nam view project compliance as a prerequisite for maintaining access to premium European markets. Survey data corroborates this shift, with 31.7 per cent of respondents identifying private sector engagement and HRDD as a primary factor driving progress. For many commercial actors especially at the local level, the project is no longer perceived as a voluntary social initiative but as a technical vehicle for commercial survival in a regulated trade environment. Sector coordination platforms such as Café Africa, alongside the Uganda Coffee Platform and the Uganda Coffee Federation (UCF), have provided an established architecture through which the project has aligned development interventions with industry priorities, supported information sharing on EU due diligence expectations, and enabled collective action on child labour within the coffee sector.

Revitalisation of Statutory Local Governance An institutional enabler has been the project's strategy to fuel and operationalise existing legal frameworks rather than establishing parallel delivery systems. In Uganda, the project provided the capacity building and resources necessary to reactivate district and sub-county Child Wellbeing Committees (CWC) that were previously dormant. Similarly, in Honduras a municipality integrated project objectives into its permanent municipal budget and enacted ordinances to enforce school attendance. Local government officials report that filling these resource gaps enabled statutory bodies to perform their legal mandates for the first time.

Operational Synergies and Service Layering At the sub-national level, the integrated area-based approach achieved high effectiveness through the sequential layering of agency mandates. In Uganda, ITC utilised cross-agency data sharing to accelerate its implementation by drawing on beneficiary lists already established by FAO, saving significant time and funds on scoping missions. This synergy ensures that households receive agricultural productivity support while simultaneously being monitored for child labour risks by trained community volunteers, a holistic model that stakeholders believe single-agency approaches cannot replicate.

Factors Hindering Effective Delivery

Absence of Functional Social Safety Nets. The absence of state-run social and child protection systems in both full-model countries (analysed under EQ1) operates as a structural hindering factor, with field evidence confirming that household poverty and pre-harvest indebtedness continue to override awareness-based interventions for the poorest families.

Political Transitions and Institutional Reconfiguration. Political transitions and frequent changes in government administration created contextual constraints for consistent delivery. In Viet Nam, extended decision-making delays at the Ministry of Labour, Invalids and Social Affairs (MOLISA) required adjustments to the standard implementation pathway, necessitating a pivot to non-governmental constituents. In Honduras, high turnover within the Secretaría de Trabajo y Seguridad Social (SETRASS) required the project to repeatedly restart relationship-building efforts. Furthermore, the rationalisation of the Uganda Coffee Development Authority (UCDA) created a period of uncertainty regarding the engagement with the primary coffee regulator. Sector umbrella bodies such as the Uganda Coffee Federation (UCF) and Café Africa continued to operate as industry coordination channels throughout this period, providing an established platform through which exporters, processors and traders aligned with international market requirements including HREDD and EUDR expectations.

Administrative Rigidity and Financial Bottlenecks The project's achievement of intermediate outcomes is hindered by a logframe that does not yet fully reflect adaptive field realities. Implementing partners at the global level report that the logframe is treated as a fixed contractual framework, requiring staff to reframe innovative community results to fit pre-defined indicators. Additionally, delays in the disbursement of funding tranches (e.g., a four-month lag in receiving the second tranche in 2024) forced agencies such as the FAO to put livelihood activities on hold despite having committed nearly 100 per cent of their initial allocations.

Project Duration and the Maturation Cycle of Integrated Interventions. A structural constraint identified consistently across stakeholder groups is the tension between the project's 40-month implementation timeline and the maturation cycle required for integrated area-based interventions to produce outcome-level results. Behavioural change in agricultural communities, the consolidation of institutional capacity at the sub-national

level, and the transition from project-supported to government-owned systems each require sustained engagement over multiple harvest seasons. Implementing partners, government counterparts, and private sector stakeholders converge on the assessment that a minimum of five years of continuous field presence is needed to move from piloting to system consolidation. The current timeline, further compressed by a six-month inception phase and recurring disbursement delays, has in practice reduced the window for outcome-level delivery to approximately two full harvest cycles.

2.4 Efficiency

The evaluation rates the overall efficiency of the CLEAR Supply Chains project as moderately satisfactory.

EQ11: Resource Efficiency and Operational Synergies of the Joint Coordination Model

The project presents an efficiency paradox: substantial operational gains at sub-national level are tempered by high transaction costs and financial rigidities at the global level.

Analysis of Budget Performance and Variance

The global budget is structured by administrative category (Staff, Travel, Equipment) rather than by Output or Outcome (see EQ4), making it structurally impossible to calculate the exact financial cost of inter-agency coordination versus technical delivery of results.

Project Budget Overview. The CLEAR Supply Chains project operates with a total budget of USD 11.76 million, comprising USD 10.34 million (88 per cent) from the European Commission and USD 1.42 million (12 per cent) in UN agency co-financing. Budget allocations reflect the consortium structure: ILO (USD 4.90 million, 41.6 per cent), FAO (USD 2.74 million, 23.3 per cent), UNICEF (USD 2.54 million, 21.6 per cent), and ITC (USD 1.59 million, 13.5 per cent). Staff and personnel costs represent the largest expenditure category at 52 per cent of total programme costs, which is consistent with the project's emphasis on technical assistance and capacity building rather than infrastructure or equipment.

Budget vs. Plan: Tranche Compression and Reporting-Cycle Misalignment. The project's financial trajectory was defined by significant initial variance and administrative bottlenecks. Total delivery rates were initially low because the first funding tranche was received in July 2023, leaving only five months for implementation within the first calendar year. A structural inefficiency exists within the EC's consolidated grant mechanism: expenditure is evaluated at the consortium level rather than by individual agency performance, and a misalignment between 12-month reporting cycles and the shorter actual implementation windows available against each tranche compressed the time agencies had to spend received funds. Consequently, when the collective consortium expenditure fell below the disbursement threshold, subsequent tranches were significantly reduced, effectively penalising agencies with high implementation rates for the administrative lags of their partners.

Disbursement Delays and "Stop-and-Go". Operational efficiency was compromised by a nearly four-month delay in receiving the second tranche of funds in 2024. Although

requested in June, the instalment arrived in October, forcing agencies (such as the FAO, which had committed virtually all of its initial tranche allocation) to put field-level livelihoods activities on hold. To mitigate this, the consortium adopted adaptive financial management, reallocating funds based on revised expenditure forecasts to ensure resources flowed to the most active implementation streams.

Operational and Resource Efficiencies

Logistical Resource Pooling and Shared Infrastructure. In both Uganda and Honduras, joint field missions have become a standard practice to reduce fuel, vehicle rental, and operational support costs while simultaneously mitigating "community fatigue" by providing a unified United Nations presence.

In Honduras, agencies have institutionalised a "Pooled Operational Resourcing" formula for workshops: the ILO typically funds the venue, the ITC provides catering, and the FAO manages participant transport. UNICEF contributes to joint events through co-funding and technical inputs. Furthermore, the project leveraged existing infrastructure by utilising FAO-supported JFFLS to provide nutritional inputs for UNICEF's "Educational Bridges" (safe spaces), effectively reducing the project's recurring food procurement expenditure.

Technical Integration and Information Leverage. Efficiency was further enhanced through the integration of technical training packages. In Uganda, the ILO and UNICEF jointly trained 132 parasocial workers by embedding child labour modules into the existing national child protection curriculum, avoiding the development and hosting costs of a separate workshop. Information sharing acted as a major "cross-agency data utilization" for the ITC, which utilised FAO's existing coffee cooperative beneficiary lists to target its market access interventions, precluding the need for costly and redundant scoping missions.

Stakeholder Perceptions of Efficiency

Quantitative survey data indicates a high degree of partner confidence in the joint model's ability to deliver value-added results that single agencies could not achieve.

Table 2: Stakeholder perceptions of resource efficiency

Survey Question Theme	Respondent Group	% Strongly Agree	Interpretation
Time & Resource Savings	Implementing Partners	77.1%	Joint work is viewed as more efficient than separate delivery.
Technical Expertise Use	UN Agencies / Government	81.6%	Expertise is managed well across the seven solution areas.
Financial Management	Consortium Partners	67.6%	High confidence despite disbursement and tranche delays.

Survey Question Theme	Respondent Group	% Strongly Agree	Interpretation
Unique Joint Results	All Partners	80.6%	Confirms results are not replicable by single-agency approaches.

Source: CLEAR MTE online survey (n=43).

Note: Survey respondents (n=43) operated at multiple levels: 78 per cent at national level, 41.5 per cent at community level, and 34.1 per cent at global level. Percentages exceed 100 per cent as respondents could select multiple operational levels. Valid percentages exclude "Don't know/Not applicable" responses. Survey question codes: Financial Management (F1.1), Technical Expertise Use (F1.2), Time and Resource Savings (F1.3), Unique Joint Results (F1.4).

Barriers to Resource Efficiency

The "Coordination Tax" and Administrative Fragmentation. The involvement of four distinct agencies with disparate administrative procedures was associated with a heavy coordination burden. Global and national managers report that the lack of full-time dedicated focal points in partner agencies necessitates constant follow-up, which detracted from technical oversight. Some private sector partners expressed concern that this structure is "too complex" and "intangible", suggesting that UN-system coordination arrangements absorb a notable share of project effort that could otherwise cascade more directly to ground-level delivery.

Administrative Burden and Data Silos. At the management level, attempts to establish shared digital repositories have been unsuccessful, resulting in continued reliance on email-based document sharing that hinders real-time coordination.

A detailed case study of the pragmatic inter-agency cost-sharing model in Honduras is presented in Annex 18, illustrating how agencies split workshop costs by function and leveraged existing community infrastructure to maximize direct beneficiary spending.

EQ12: Resourcing and Integration of Cross-Cutting Activities

Cross-cutting themes are embedded in core methodologies, but the budget structure obscures thematic allocations and stakeholders question the adequacy of resources for impact at scale on cross-cutting areas.

Financial Resourcing and Thematic Costing

Consolidated versus Activity-Based Costing. For the same reasons elaborated under EQ11, the evaluation team could not calculate a precise global percentage of the USD 10.99 million programme budget (excluding indirect support costs) dedicated to cross-cutting Activities. However, granular analysis of the Honduras 2025–2026 Annual Operating Plan reveals explicit costings, such as USD 15,000 for gender equality promotion and USD 14,000 for youth skills diagnostics. In contrast, a financial status snapshot from July 2025 indicated

a zero-expenditure balance against specific gender activity codes, suggesting that such costs are absorbed into staff or consultancy lines rather than being tracked as discrete thematic investments.

Stakeholder Perceptions of Cross-Cutting Resource Adequacy. Perceptions regarding the sufficiency of resources for cross-cutting areas are more cautious than for other dimensions of project delivery. While a combined 55 per cent of survey respondents agree that the project has enough resources (budget, expertise) to address gender, youth, inclusion, and climate, only 21.1 per cent do so strongly, and 28.9 per cent "Somewhat disagree." Open-text responses indicate that the concern is concentrated in the less-resourced inclusion dimensions, with respondents noting that "more resources are required to fully meet the needs of persons with disability" and that the absence of dedicated full-time staff in certain countries limits the project's capacity to address cross-cutting areas consistently. Government counterparts in Uganda reinforced this observation, noting that cross-cutting issues remain underfunded at the national level and that sustained progress will require complementary government investment beyond the project's own resource envelope.

Operational Integration at the Activity Level

The project has moved beyond theoretical mainstreaming by embedding cross-cutting lenses into the core machinery of the seven solution areas.

Gender Equality: Integration is evidenced by the modification of core business tools; in Uganda, the cooperative capacity assessment evaluates not only child labour but also gender discrimination and OSH. In Honduras, market linkages are being forged with partners holding "Manos de Mujer" certifications, embedding gender equity into the commercial strategy.

Youth Empowerment: The project targets the 14–17 age cohort through the JFFLS methodology. This approach combines technical agronomy with life skills, facilitating a school-to-work transition that is technically tailored to adolescents of legal working age.

Climate and Environmental Issues: Integration is technically robust through the DIGICHILD index, which utilises GIS-based data to estimate child labour risk by overlaying environmental degradation and climate-related crop failure variables. Stakeholders view this as essential, as climate shocks are perceived as a primary driver of household poverty and subsequent child labour.

Inclusion of Indigenous Peoples: In Honduras, social inclusion is operationalised through the mandatory FPIC process in Maya Ch'orti' and Lenca territories. This means that core project rollout is conditional on indigenous rights compliance and culturally appropriate engagement.

Disability and migrant worker inclusion: Disability inclusion and migrant worker inclusion are the least resourced cross-cutting themes, with no dedicated budget lines for disability-inclusive programming. The NIRA birth registration initiative in Uganda is a localized exception (see EQ9). Migrant workers are identified as a vulnerability factor in

Honduras, yet activity-level evidence is primarily concentrated in the "Knowledge" Result Area (research) rather than direct service delivery.

EQ13: Persistent Efficiency Challenges and Mitigation Measures

Building on the internal barriers identified under EQ11, this section examines two additional dimensions: political and institutional instability, and the shifting global regulatory landscape.

General elections in Honduras (November 2025) and Uganda (February 2026) pose risks of social polarisation and loss of institutional memory as trained government focal points may be turned over. In Uganda, the rationalisation of the Coffee Development Authority (UCDA) into the MAAIF initially created institutional uncertainty and slowed high-level decision-making during the transition period. The consortium has mitigated these risks through institutional layering, anchoring results in existing statutory bodies (Child Wellbeing Committees, Municipal Councils) rather than project-specific structures, and by front-loading data collection before election cycles. This approach has preserved government buy-in, though the risk of personnel turnover remains unresolved.

The global regulatory landscape has acted simultaneously as a catalyst and a constraint. The progression of the CSDDD and EUDR from theoretical frameworks to imminent market requirements has accelerated private sector engagement and made the project's technical assistance more efficient to deliver. Stakeholders in Uganda report that the legislation shifted the coffee sector from denial of child labour to acceptance of it as a commercial problem. In Viet Nam, sensitivity to EU market access has driven interest in the project's training modules despite limited local staffing. Beyond the regulatory shifts themselves, market volatility carries a specific risk for the project: increased transparency in child labour reporting could be misinterpreted by risk-averse buyers as a sign of a deteriorating environment, potentially triggering sourcing withdrawals that would undermine the project's livelihood interventions. The consortium has responded by fostering commercial alliances through the ITC Coffee Network and by embedding technical tools (DIGICHILD) into national government systems (Labour Management Information System, LAMIS) to insulate them from short-term market fluctuations.

Table 3 provides a consolidated overview of all efficiency challenges identified under EQ11 and EQ13, the mitigation measures applied, and an assessment of their effectiveness.

Table 3: Efficiency challenges, mitigation measures, and success of mitigation

Challenge Area	Specific Bottleneck	Mitigation Measure(s) Applied	Success of Mitigation
I. Administrative & Financial Rigidities	Stop-and-Go Funding: The second tranche (June–Oct 2024) was delayed due to slow disbursement by the European Commission. As a result, FAO temporarily halted field activities despite having already committed 98 per cent of available funds. Consolidated Grant: High-performing agencies are penalised/slowed down by partners with slower recruitment rates.	"Pooled Operational Resourcing" (Honduras): Agencies split workshop costs (e.g., ILO pays venue, ITC pays food, FAO pays transport, UNICEF co-funds) to bypass liquidity gaps. Informal Agility: Relying on field-level improvisation rather than formal protocol changes.	● Partial / Local Only High for preserving field continuity but Failed to resolve the overarching systemic inefficiency of the grant structure.
II. Coordination Workload	Transaction Costs: Managers spent up to 50% of time on inter-agency alignment. Missing Focal Points: Lack of dedicated full-time staff (e.g., UNICEF Global) made communication more difficult and time-consuming for the lead agency.	Joint Field Missions: Coordinating travel to visit communities together. Joint Training Delivery (Uganda): Integrating ILO child labour modules into existing UNICEF packages.	● Moderate: Missions reduce community fatigue but are difficult to schedule. ● High: Joint training prevented duplication and ensured a "One UN" message.
III. Data Fragmentation	Digital Deficits: Lack of a centralized information management system or "universal shared drive," leading to repetitive data requests and manual email reliance.	ILO Teams Platform: Attempted use as a shared repository. Visual Tools (Mural): Used for harmonizing monitoring plans.	● Failed: External partners could not access ILO Teams effectively. ● High: Mural successfully validated the joint framework.
IV. Political & Institutional Instability	Election Risks: General elections in Honduras (Nov 2025) and Uganda (Feb 2026) pose risks to institutional memory. Institutional Reform: Rationalization of UCDA in	Institutional Layering: Anchoring results in existing statutory bodies (e.g., CWCs, Municipal Councils) rather than creating project-specific structures.	● High: Layering has successfully improved government buy-in and sustainability despite political volatility.

Independent Mid-Term Evaluation (MTE) of the Ending child labour in supply chains: Addressing the root causes of child labour in supply chains through an area-based approach (CLEAR Supply Chains) project. (2023-2025)

Challenge Area	Specific Bottleneck	Mitigation Measure(s) Applied	Success of Mitigation
	Uganda initially created institutional uncertainty during the transition period.	Front-loading: Accelerating data collection before election cycles.	
V. Foreign Policy Shocks & Market Volatility	US Trade Policy: New tariffs have increased sourcing costs and created a cautious approach among buyers. Market Volatility: Price instability encourages producers to use child labour to cut costs.	Commercial Alliances: Leveraging the ITC Coffee Network to encourage co-investment in due diligence as a hedge. System Integration: Embedding tools (DIGICHILD) into national systems (LAMIS) to protect them from market fluctuations.	● In Progress / Strategic: The approach is sound (moving from aid to trade compliance), but market volatility remains a persistent threat.

Source: CLEAR MTE Evaluation, based on progress reports, KIs, and FGDs.

2.5 Sustainability and Early Impact

The evaluation rates sustainability prospects for field-level results as moderately satisfactory, while noting that the administrative and financial architecture required for full system transfer remains a work in progress.

EQ14: Local Ownership, Institutional Capacity, and Sustainability Mechanisms

The project has made significant progress in establishing foundations for sustainability through local ownership, institutional capacity building, and shifts in community norms.

Institutionalisation of Project-Supported Activities

The institutionalisation of project activities is evidenced by their integration into formal local government mechanisms and the strategic plans of key sector actors. In Honduras, the project has secured formal commitments from local authorities, including the signing of three agreements with municipalities in the targeted coffee-growing regions to allocate municipal budget funds for the provision of food in educational care centres (Puentes Educativos). Specifically, a target municipality has already assigned a percentage of its budget to sustain these care centres as a primary strategy to eradicate child labour during the harvest season. Furthermore, the IHCAFE has integrated a Social Compliance Unit into its permanent operational structure to oversee the implementation of its Institutional Human Rights Policy, which was socialised and planned for implementation throughout 2024 and 2025.

In Uganda, an indicator of institutionalisation is the proposed formal embedding of parasocial workers into the local government workforce. Currently functioning as a trusted community link supported by the project, these parasocial workers (366 trained across 175 villages in one target District) are being considered by the Production Department for official recognition and integration into district budgets to ensure the continuity of child protection monitoring beyond the project's lifespan. Additionally, child labour concerns have been mainstreamed into the regular agendas of district-based Child Wellbeing Committees (CWCs), which now meet monthly at the sub-county level and quarterly at the district level to coordinate referral pathways for child protection cases.

A significant caveat to these positive institutionalisation signals is that, by design, the project does not include a dedicated social protection component, with implementation consequences for the poorest households (see EQ1 and Conclusion 2 for the fuller treatment). The short-term capacity to provide sustained economic support to households withdrawing children from labour, remains unaddressed at the systems level. The project's referral model assumes the existence of national social protection mechanisms to which vulnerable households can be connected; however, as documented earlier in the evaluation, these mechanisms do not exist for informal agricultural workers in Uganda and have insufficient coverage in Honduras.

The consequence for sustainability is that while institutional and behavioural gains are real and credible, they remain vulnerable to reversal if the immediate economic pressures that drive child labour are not addressed through complementary financial mechanisms.

Implementing agency staff have characterised this as a gap that should be addressed in any discussion of scale-up or a next phase. The FAO-United Nations Capital Development Fund (UNCDF) pilot initiative on digital financial services, planned for implementation in 2025-2026 in Uganda, represents a promising first step toward closing this gap by facilitating farmer access to digital credit, insurance, and market information. However, this pilot is at an early stage, and its results are not yet available. Until viable economic support instruments are in place, the sustainability of child labour withdrawal outcomes for the poorest households remains conditional.

Beyond local-government and community-level institutionalisation, national sector-level bodies, including the Uganda Coffee Federation, Café Africa, and IHCAFE in Honduras, represent a further structural enabler for the scaling and sustainability of the project's HREDD, traceability, and compliance components across cooperative memberships and industry supply chains.

Stakeholder Perceptions of Ownership and Capacity

Quantitative and qualitative data from stakeholders indicate a high level of confidence in the project's ability to foster local ownership. According to the global quantitative survey, 66.7 per cent of respondents strongly agree that there are early signs of local organisations and communities taking ownership of project results. When asked about the factors sustaining results, stakeholders identified institutional capacity (61.9 per cent) and community

ownership (61.9 per cent) as the primary drivers, well ahead of continued donor support (19.0 per cent).

Stakeholders in Uganda have cited the "watchful eye" of empowered parasocial workers and community leaders as a transformative force that has shifted child labour from being a culturally accepted norm to a socially discouraged practice. Globally, 42.9 per cent of surveyed stakeholders believe the continuation of project initiatives is "very likely," citing the empowerment of Municipal Councils for the Guarantee of Children's Rights as a key institutional safeguard.

Stakeholder consultations confirmed strengthened technical capacities and effective knowledge transfer by field technicians, with cooperatives reporting continuous-learning dynamics as producers and technical staff build on existing practice. Cooperatives further pointed to technology integration at farm level supporting data collection and monitoring, the development of occupational health and safety tools and manuals expected to serve as continued reference materials beyond the project, and behavioural and cultural change within producer families, as concrete dimensions of the joint ITC, ILO and FAO contribution to sustainability and early impact. Specific private sector actors, particularly coffee cooperatives, report improved capacity by adopting internal due diligence policies; for instance, nine companies in Uganda have participated in readiness assessments to align their operations with international responsible business conduct standards. A cooperative consulted in Honduras similarly reported that collaboration with CLAC, supported by ITC, contributed to increased labour rights awareness among producers and workers, the update of climate adaptation plans, and the development of an integrated policy now in implementation, with capacity-building activities, including trainer-of-trainers, technical trainings and the provision of GPS, moisture meters, and organic inputs, supporting EUDR-related processes. One consulted private-sector actor in Uganda additionally reported active investment in HREDD systems, traceability, supplier-level remediation and capacity building, consistent with the project's contribution logic; this is presented as indicative of the direction of private-sector uptake rather than as representative of the wider private-sector constituency, given the limited evidence base from that category (see Section 1.5).

Written input received during the report review phase further reported a high level of ownership demonstrated by supported cooperatives, with several moving beyond initial replication to internal scale-up of project activities. Risk analyses and action plans are reported to have contributed to greater empowerment and analytical clarity within cooperatives, enabling them to identify priorities and define concrete actions, and represent a critical foundation for continuation in a second phase. Project-generated knowledge products and communication materials are reported as replicable reference tools beyond the project lifecycle, and a peer-learning dynamic among cooperatives, in which more advanced organisations serve as motivation for others, is identified as an additional contribution to long-term sustainability.

Mechanisms to Sustain Project Activities

Case study evidence highlights both structural and behavioural mechanisms that have been established to sustain the project's interventions. A prominent structural mechanism is the replication of the FAO Farmer Field School (FFS) model in Uganda. The district production department has begun integrating this approach into the national Parish Development Model (PDM) interventions, ensuring that climate-smart agricultural practices and child labour prevention modules are funded through existing government development streams. For example, a Farmer Field School successfully accessed seven million Ugandan shillings from PDM funds after being linked by project-supported district managers.

Behavioural changes are equally evident, particularly regarding the adoption of new community norms. In Uganda, increased community vigilance is reflected in a notable shift in parental attitudes; headteachers and parasocial workers report that parents now "fear to secretly use their children" in coffee farms due to the established referral and reporting structures. In Honduras, the successful pilot of Educational Bridges in one community has inspired neighbouring non-target communities to request similar interventions, indicating high social demand and perceived value.

The evaluation notes, however, that the sustainability of these complementarities depends on their continued institutional support. The calendar-based integration between FAO's JFFLS (covering schooling months) and UNICEF's Educational Bridges (covering the harvest-season holiday period) was developed through deliberate bilateral coordination during implementation and subsequently formalized in the 2025 joint workplan. While this sequencing has proved effective in the pilot phase, its continuation requires that both agencies maintain their field presence in the target municipalities. The JFFLS also benefit from co-location with FAO's pre-existing school garden infrastructure, which provides nutritional inputs for the Educational Bridges safe spaces. This asset is not funded by the CLEAR project, and its availability beyond the current project cycle cannot be assumed. Sustaining the integrated model will therefore require formal agreements that secure access to these community-level facilities independently of FAO's country programme decisions.

Despite these positive signs, sustainability remains vulnerable to external constraints. Stakeholders have identified funding gaps (40.6 per cent) and political uncertainty (31.2 per cent), such as government transitions in Honduras and upcoming elections in Uganda, as significant threats to long-term progress. The evaluation concludes that while institutional anchors and community-level commitment are strong, the sustainability of the model will require continued efforts to move from project-based external support to fully state-funded systems.

In summary, the evaluation finds that institutional sustainability mechanisms are on a credible trajectory in both full model countries. Municipal budget commitments in Honduras and the proposed formalisation of parasocial workers in Uganda represent tangible evidence that the project is generating ownership beyond the immediate project cycle. Behavioural

sustainability is equally promising, with documented shifts in community norms around child labour and spontaneous demand for replication from non-target communities.

However, financial sustainability remains the weakest dimension: the transition from project-funded external support to fully state-funded systems has not yet been achieved, and the identified risks of aid dependency in Uganda and political uncertainty in both countries could reverse institutional gains if not addressed during the remaining implementation period.

Detailed case studies of sustainability mechanisms in Honduras (municipal budget institutionalization for Educational Bridges) and Uganda (community norm change and integration of Farmer Field Schools into the Parish Development Model) are presented in Annex 18.

EQ15: Value Added of the Joint Multi-Agency Approach

The joint model has generated a distinct operational dividend through synergies beyond the scope of single-agency interventions, including the ability to function as a neutral convener between historically siloed ministries.

Output-Level Benefits

As documented under EQ11, the joint model has generated verifiable output-level efficiencies through pooled logistics and integrated training delivery. In Uganda, agencies unified parasocial worker training to prevent parallel workshops; in Honduras, a pragmatic cost-sharing formula distributes workshop expenses across agencies. Joint field missions reduce vehicle rental costs and present a unified front to district authorities. Rather than restating that analysis, this section focuses on the outcome-level and systemic benefits that distinguish the joint model's contribution to sustainability.

Outcome-Level Benefits: Systemic Integration and Service Quality

The joint nature of the CLEAR Supply Chains project has facilitated outcome-level benefits that extend beyond the capacities of a single agency, primarily by achieving structural integration within national systems and fostering inter-ministerial policy convergence.

A primary systemic outcome is the successful integration of specific child labour indicators into government-led data platforms, most notably Uganda's National Child Wellbeing Information Management System (CWIMS). This synergy, born from the collaboration between the agencies, contributed to child labour data being institutionalised within the national protection framework rather than remaining confined to a fragmented, project-based silo.

The project has also functioned as a neutral convener, successfully breaking down historical silos between ministries that rarely coordinate on labour standards. In Uganda, the MGLSD specifically cited the project's role in connecting them with the Ministry of Agriculture (MAAIF), noting that the joint structure mandated a level of collaboration between these two

entities that had previously failed to materialise.³ This policy convergence ensures that agricultural growth targets are balanced with essential labour protections, effectively creating a "protective environment" where economic upgrades do not inadvertently increase the demand for child labour.

In terms of service quality, the joint model has enabled agencies to enrich their own technical methodologies with complementary content from consortium partners. In Honduras, FAO's JFFLS provide the core agrifood and life skills curriculum for youth aged 14-17, while UNICEF has agreed to deliver complementary modules on child protection, gender-based violence, and soft skills within the same programme structure. This layering allows youth to receive an integrated "skills plus protection" package through a single delivery mechanism, improving the quality of school-to-work transitions beyond what either agency could offer independently.

Similarly, in Uganda, the integration of the ILO's Work Improvement in Neighbourhood Development (WIND) methodology into FAO's Farmer Field Schools has allowed farmers to improve productivity whilst simultaneously addressing OSH, directly linking economic resilience to improved child welfare.

Finally, the joint nature of the project has provided a "one-stop-shop" for the private sector to navigate complex international regulations such as the CSDDD. Cooperatives report that receiving agronomy support from the FAO alongside due diligence training from the ILO and ITC provides a more streamlined path to market access than fragmented agency pilots.

Stakeholder perceptions reinforce this assessment across all partner categories. Government counterparts in both countries identify the project's function as a neutral convener as its most significant outcome-level benefit, while cooperatives value the "one-stop-shop" for EU regulatory compliance. Trade unions and civil society organisations report that the joint model has lent additional legitimacy to their advocacy for fundamental principles and rights at work, enabling them to organise informal farmers and negotiate gender-sensitive clauses in collective bargaining.

Conversely, global partners express scepticism regarding the consortium's administrative weight (see the detailed stakeholder perspective analysis under EQ2). There remains an evidence gap regarding whether these transaction costs will decrease as the project transitions from pilot to full technical implementation.

³ Findings on inter-ministerial coordination and on the agricultural-extension dimension of government coherence rely primarily on MGLSD, implementing-partner and document-based evidence

EQ16: Unintended Consequences and Emergent Effects

The project has generated unintended consequences extending beyond its primary objective, across three dimensions: human capital, institutional governance, and market dynamics.

Human Capital & Social Protective Spillovers

The most profound unexpected benefits extending beyond the original design are the unexpected health and demographic benefits that have emerged from the project's protective structures.

The Health Dividend (Teenage Pregnancy and Suicide Prevention): During field missions to Honduras and Uganda, the evaluation gathered qualitative evidence of notable reductions in teenage pregnancy linked to the project's protective structures. In a target municipality in Honduras, school directors and municipal officers reported that teenage pregnancy rates had dropped "to zero" in participating schools during the intervention period, compared to an average of seven to eight cases per year previously. Stakeholders attributed this shift directly to the "Educational Bridges" (safe spaces), which provide structured supervision for adolescent girls during high-risk harvest months when they were historically left unsupervised. In a separate community, project-funded psychologists identified and treated youth mental health crises, with school directors reporting a cessation of suicide attempts (poisoning) among students following the intervention. Comparable field evidence from Uganda shows a declining trend in district-level teenage pregnancy data, which local officials partially attributed to the heightened community vigilance enabled by project-supported Child Well-Being Committees. While these findings are drawn from qualitative fieldwork and have not been verified through independent health records, the convergence of similar accounts across two distinct country contexts suggests a pattern that warrants further investigation.

Impact on Migration and Demographics: Field evidence from Honduras indicates that the creation of Safe and Friendly Spaces (EAS) has generated an unintended positive effect on internal child migration patterns. Stakeholders reported that families who previously moved their children between communities during the harvest season to find safer environments no longer need to do so, as the project now provides protective spaces locally. As one stakeholder explained, the availability of these spaces in target communities means families "no longer have to move." This stabilization effect extends to school populations: enrolment in educational programmes has increased, driven in part by word-of-mouth among parents who share positive experiences about the safety and quality of the centres. The evaluation also found that children from non-target communities are travelling into pilot areas to access the EAS, suggesting that these spaces function as a demographic anchor during the harvest period. Taken together, this evidence indicates that the provision of care infrastructure during coffee harvesting not only contributes to preventing child labour but also acts as a structural retention factor for rural communities, reducing the forced internal mobility of families seeking safety for their children.

Gendered Economic Shifts: In Uganda, the project's focus on women's leadership coincided with a shift in household asset management; husbands have begun allocating specific plots of land to wives for independent coffee cultivation, with the resulting revenue being prioritised for school fees; a structural shift in gendered economic power not fully envisioned in the original project document.

Institutional Governance & Systemic Distortions

The project has acted as a catalyst for institutional change, generating both positive momentum in community trust and negative distortions in incentive structures.

Increased Case Reporting: In Uganda, district officials describe the increase in reported abuse cases as a positive indicator. Between September 2024 and May 2025, one district registered 884 total cases, of which only 74 (8 per cent) were child labour. The majority were protection issues (defilement, rape, GBV). Officials argue this sudden visibility does not indicate an increase in crime but rather a newfound community trust in the referral pathways established by the project.

Aid Dependency: Conversely, an unintended negative effect is the reported distortion of local governance incentives in Uganda (See full operational analysis under EQ3). This observation applies to specific agencies and coordination contexts; ITC, for instance, does not provide financial allowances for stakeholder engagement activities, and instead promotes co-investment and shared responsibility by government institutions and private sector actors through established coordination platforms such as the Uganda Coffee Platform.

Demonstration Effect: In Honduras, municipal authorities have noted an unexpected spillover effect, where non-target communities are spontaneously requesting to join the project after observing the success of Educational Bridges in neighbouring villages. Similarly, districts neighbouring implementation areas in Uganda have begun independently adopting the model of revitalising Child Wellbeing Committees (CWCs), suggesting a demonstration effect that facilitates scaling without direct project investment.

Market Dynamics and Sectoral Scaling

The project's influence has spilled over into new economic sectors, but it also faces complex commercial risks regarding transparency.

Transparency and Market Risk: A commercial consideration has emerged regarding the relationship between reporting transparency and market access. Some private sector stakeholders have raised concerns that large-scale reporting of child labour cases could be misinterpreted by international buyers as a lack of compliance rather than a sign of a robust monitoring system. While HREDD frameworks are designed to promote remediation and continuous improvement rather than punitive disengagement, and while private sector actors are increasingly co-investing in compliance measures aligned with EUDR and CSDDD requirements, the absence of formal protocols linking transparency to collaborative remediation within the project framework means that this risk requires proactive

management to ensure that the project's monitoring achievements translate into market-level support rather than sourcing withdrawal.

Sectoral Cross-Agency Data Sharing: The project's technical outputs have gained traction beyond the coffee sector. In Uganda, the DIGICHILD risk-estimation tool attracted unexpected interest from the horticulture platform, suggesting the methodology is viewed as a high-quality standard for due diligence across diverse agricultural value chains.

Organic Diversification: In Honduras, beekeeping (apiculture) emerged as a community-preferred diversification strategy during field missions. While not central to the initial design, its identification as a "bioeconomy" solution led to its formal integration into the 2025 youth training curriculum.

Frontline Risks: A direct negative consequence has been the exposure of frontline workers to risk. In Uganda, the intense focus on case management exposed parasocial workers to physical threats and emotional tax from perpetrators, necessitating closer coordination with police and, in some cases, the emergency relocation of families.

Table 4: Unintended consequences

Rank	Associated Outcome	Type	Description
1	Reduction in Teenage Pregnancy & Suicide	● Positive	Lifesaving: in a target municipality in Honduras, pregnancies reportedly dropped to zero in target schools (stakeholder-reported; requires verification); suicide attempts by poisoning ceased. The intervention provided physical safety for adolescent girls during the high-risk harvest season.
2	Increased Case Reporting	● Positive	Protection: 884 child abuse cases reported in one UG district (only 8% child labour). The system successfully surfaced hidden defilement and GBV cases.
3	Retaliation Risks to Frontline Workers	● Negative	Safety Threat: The visibility and effectiveness of parasocial workers exposed them to physical threats from perpetrators.
4	Gendered Asset Redistribution	● Positive	Economic Power: Husbands in Uganda began allocating independent coffee plots to wives. Revenue was prioritised for school fees, structurally shifting household power dynamics.
5	Aid Dependency (Uganda)	● Negative	Systemic Risk (Uganda): The provision of operational support (transport refunds, lunch) for government officials attending coordination meetings created dependency expectations that could undermine protection structures once project

Rank	Associated Outcome	Type	Description
			funding ceases (see Conclusion 5 for mitigation strategy).
6	The "Transparency Trap" (Market Risk)	● Negative	Identification of child labour may trigger sourcing withdrawal rather than remediation (see Conclusion 5 and Recommendation 5 for analysis and mitigation strategy).
7	Sectoral Demonstration Effect	● Positive	Resilience: Success in coffee attracted interest from the horticulture sector (UG) and prompted the spontaneous adoption of apiculture (HND), diversifying family income sources beyond the project design.
8	Meeting Fatigue & Technical Barriers	● Negative	Access Barrier: Uncoordinated agency visits overwhelmed local leaders. High-level technical language initially alienated community volunteers, requiring a shift to "play-based" methods.

Source: CLEAR MTE Evaluation, based on KIIs and FGDs.

EQ17: Replicability and Scale-Up Potential of the Joint Model

The integrated area-based approach is assessed as replicable, with 70 per cent of stakeholders strongly agreeing on transferability. The four-agency administrative structure requires streamlining for viable scale-up.

The project's design phase generated a rigorous, evidence-based shortlist of candidates for replication, anchored by the ILO Accelerator Lab 8.7 methodology. Kenya, Peru, and Ethiopia emerged as primary targets for coffee-sector replication, justified by their status as Alliance 8.7 Pathfinder countries and significant export volumes to the EU. The full assessment of plausible replication countries and supply chains is presented in Table 16 (see Annex 15).

Stakeholder perceptions regarding the replicability of the joint implementation model reveal a consensus on the necessity of the "Integrated Area-Based Approach," with 70 per cent of respondents strongly agreeing that the collaborative methodology could work in other contexts. However, the evaluation identifies a divergence between the validation of the technical model and the scepticism surrounding the current administrative structure. While government and civil society partners advocate for national upscaling, the donor and private sector stakeholders maintain that future replication is conditional upon a significantly streamlined governance framework that reduces internal transaction costs and overheads.

National and Local Government: Scaling as a Strategic Imperative. Government counterparts in both primary implementation countries express the highest level of confidence in the model's replicability, viewing the integrated area-based approach as the

only viable method to solve the interconnected challenges of rural poverty and low education. Government representatives in Uganda explicitly stated that the project should not end without a follow-up phase and advocated for upscaling the model to other districts facing high child labour prevalence. Local authorities in Honduras similarly view the "school-community" axis as a permanent articulatory mechanism that should be extended across the national territory, provided that the municipal co-financing model is utilised to ensure sustainability.

United Nations Implementing Agencies: Refined Integration. The implementing agencies (ILO, FAO, UNICEF, and ITC) generally support the replicability of the joint model but insist on structural modifications to the inception process. Technical staff highlight that while the synergy between mandates (such as linking occupational safety (OSH) to child protection) achieves results beyond the reach of a single agency, future iterations require Theories of Change and a "Joint Social Targeting Strategy" established *prior* to implementation. This would allow coordination arrangements to be designed in from the outset rather than adjusted during implementation. Some partners also suggested an "equal partnership" model, with shared administrative burdens and fully funded, dedicated focal points to carry the coordination workload.

Donors and Global Private Sector: Management Scepticism In contrast to the technical enthusiasm of field-level partners, global actors, including from the private sector, express low confidence in the replicability of the current four-agency management structure (see the detailed stakeholder perspective analysis under EQ2). Consequently, some suggest that future replications should involve fewer agencies or a more distinct and focused division of labour to improve cost-efficiency and agility.

Civil Society and Trade Unions: The Cooperative Anchor Trade unions and civil society organisations (CSOs) view the "cooperative model" as the primary transferable element for replication. Trade Unions in Uganda argue that this model is the most effective way to organise the informal economy and address child labour at the first level of the supply chain. CSOs also emphasise that the community-based monitoring function, which utilises parasocial workers and local committees, is a robust, transferable component that empowers local leadership independent of external project staff.

Transferable Elements vs. Contextual Barriers The evaluation distinguishes between technical components that are robustly transferable (Minimum Viable Product MVP) and governance elements requiring significant contextual adaptation. The symbiosis between harvest-season safe spaces and agricultural extension is a core MVP, as evidenced by its ability to simultaneously address the root causes of lack of childcare and household food insecurity. Community-based monitoring, through Parasocial Workers (PSWs) in Uganda or Child Labour Prevention Committees (CPCTI) in Honduras, is a highly transferable function that empowers local leaders to monitor farms and refer cases without relying solely on limited government inspections. In Honduras, the establishment and empowerment of CPCTIs and community leaders were instrumental in fostering safe and supportive educational spaces, with the collaboration between ILO and UNICEF proving critical to achieving results related to educational environments and social dialogue at the local level.

Conversely, the "governance model" faces barriers. In Uganda, stakeholders identified the provision of project-funded operational support for coordination meetings as a sustainability risk. Both countries will need to navigate the transition from project-funded coordination to locally owned mechanisms to ensure sustainability. While gender and youth empowerment practices are well-integrated, the current model's lack of a granular disability inclusion strategy is a recurring gap that future replications must structurally address from the design stage.

The table below distinguishes transferable elements from those requiring adaptation for replication.

Table 5: Implementation lessons and replication conditions

Component	Status	Implementation Lesson (Uganda & Honduras)	Linked Recommendation
Integrated Area-Based Approach	Transferable (MVP)	Successfully demonstrated in both countries: simultaneous deployment of safe educational spaces with income/livelihood support creates the protective environment that enables child withdrawal from child labour.	See Recommendation 7.
Theory of Change	Transferable with adaptation	Value was demonstrated throughout the project; some changes required in the timing (develop during the inception phase) and strengthen the Economic logic.	See Recommendation 1.
Operational governance	Needs adaptation	The four-agency consortium generated significant coordination overhead, though 77% of survey respondents agreed joint work saved time and resources compared to separate delivery. Agencies without dedicated full-time focal points experienced discontinuity between global strategy and national implementation.	See Recommendation 4.
Community-Based Monitoring	Transferable (MVP)	Using local community members (Parasocial Workers in Uganda; CPCTI Committees in Honduras) to act as "Community-Based Monitoring Network" is effective in both contexts.	See Recommendations 2 and 7.

Component	Status	Implementation Lesson (Uganda & Honduras)	Linked Recommendation
Incentive Models	Needs Adaptation	Uganda: dependency risks from operational support model (see Conclusion 5). Honduras: municipal co-financing shows promise; sustainability to be verified (see Recommendation 3).	See Recommendation 3.
Political Entry Point	Needs Adaptation	Honduras: Central government instability necessitated a pivot to Municipal-level engagement. Viet Nam: Centralized context required working through National Alliances (VCA).	See Recommendations 3 and 4.
Beneficiary Targeting	Needs Adaptation	The lack of a joint upfront targeting strategy caused administrative delays. Uganda focuses on "all vulnerable households," while Honduras focuses on "migrant/harvest labour".	See Recommendation 2.

Source: CLEAR MTE Evaluation, based on KIIs and desk review.

Transferable Elements and Conditions for Replication

The evaluation identified two categories of implementation components.

The first are elements that constitute a transferable minimum viable package: the integrated area-based approach and the community-based monitoring networks. These worked across both pilot contexts and their core design logic (the combination of safe educational spaces with livelihood support, and the use of trained community members for identification and referral) can be replicated in future programming, while the specific delivery vehicles (school buildings versus community centres, parasocial workers versus committee members) can be adapted to context. The Theory of Change is similarly transferable but requires adaptation: the pilot demonstrated that the ToC must be developed and agreed during the inception phase and strengthened on economic logic.

The second category comprises operational and strategic components where the pilot generated clear lessons about what needs to change. Corresponding corrective actions are presented in Section 3.4 (Recommendations 1, 2, 3, and 4).

The assessment of replication potential reveals that while survey data (70 per cent strongly agree), progress reports, and government stakeholders validate the technical model, the donor and global private sector partners express low confidence in the efficiency of the four-agency management structure and advocate for a simplified model for future scale-up.

► 3. Conclusions and Recommendations

3.1 Conclusions

The following conclusions synthesize evaluative judgments derived from triangulated evidence across five OECD DAC criteria. Each conclusion is grounded in specific findings presented in the preceding sections and provides the analytical framework for the recommendations that follow. Conclusions are presented in order of strategic significance for the project's remaining implementation period and potential design for a subsequent phase.

Conclusion 1: The Integrated Area-Based Approach Has Demonstrated Proof of Concept

[Effectiveness / Coherence / Sustainability]

The findings validate this area-based approach as an effective framework for tackling the drivers of child labour. The resulting organizational efficiencies and strengthened political commitment establish the pilot as a successful foundation for future replication and expansion.

The joint nature of the four-agency consortium transforms the intervention from a collection of isolated activities into a holistic protective environment. Evidence from the evaluation indicates that the model's value proposition operates through three mutually reinforcing mechanisms that no single agency could deliver alone.

First, concentrating disparate mandates on the same households achieves sequential service layering rather than fragmented interventions, with agencies building on each other's community presence, beneficiary data, and institutional relationships rather than duplicating entry points.

Second, the collective weight of four UN agencies has enabled the consortium to function as a neutral convener, compelling structural convergence between historically siloed ministries and reactivating dormant statutory coordination bodies in both countries.

The third is the validation of the protective environment logic. The deployment of community-based monitoring networks and structured safe spaces during harvest periods has contributed to documented shifts in social norms, moving child labour from a culturally normalized practice toward social stigmatization in target communities. Withdrawal and reintegration rates among identified children confirm that the behavioural change pathway embedded in the Theory of Change is functioning at community level. Private sector stakeholders have reported operational improvements and commercial benefits linked to participation in project-supported responsible business conduct initiatives, indicating that the model generates value across the supply chain, not only at the community level.

The model manifests differently across the two full-model countries, and this variation itself constitutes evidence of adaptability rather than inconsistency. The project has contributed

to stronger institutional codification in Honduras, with municipal ordinances, budget commitments, and a vertical coordination architecture from community CPCTIs through departmental coordination to CONETI, which plays a fundamental role in bridging local and national dialogue, which does not depend on project funding for legitimacy. Uganda has developed stronger community-level monitoring infrastructure, with the parasocial worker network and the integration of child labour indicators into the national Child Wellbeing Information Management System (CWIMS) providing a data-driven protection model embedded in government systems. These complementary country-level strengths indicate that the area-based approach is transferable across distinct institutional and cultural contexts, provided it is adapted to local governance realities.

This conclusion is derived from Findings under EQ5, EQ7, EQ8, and EQ14, and is linked to Recommendation 7 (Codify and Standardise the Integrated Community Referral Model).

Conclusion 2: The Theory of Change Is Validated Overall but Requires Adjustment to Its Economic Logic

[Relevance / Effectiveness / Sustainability]

The project's Theory of Change is validated in its approach to the institutional and social drivers of child labour; however, a gap exists in the economic logic. The livelihoods approach, focused on long-term productivity improvement, does not yet include targeted mechanisms to address the immediate liquidity crises that compel the poorest households to deploy children in labour during the harvest season. Initiatives developed under the project, including diversified farmer plots, strengthened market linkages, and the incorporation of short-term crops alongside coffee, contribute to household income diversification and pre-harvest cash flow; targeted mechanisms for the immediate pre-harvest liquidity window remain to be developed as part of the economic logic.

The project has made substantial contributions to education access, skills development, labour rights, and institutional capacity. Community-level activities are proceeding effectively and the institutional environment for child protection has been strengthened in both full model countries. The gap lies in the economic dimension. The design assumes that improving agricultural yields and procurement practices will, over time, generate living incomes sufficient to eliminate the economic compulsion for child labour. Field evidence from both countries confirms that this maturation takes seasons or years, during which household poverty continues to override sensitisation and behavioural change. In the interim, families who have been reached by awareness campaigns and who acknowledge that child labour is harmful still deploy children during the harvest because they lack alternative sources of income to cover immediate debts and subsistence needs.

Cooperative-level input received during the review phase, emphasised that the income challenge should be analysed from a holistic and structural perspective, including production costs, income levels, price differentials, and the need for diversified income sources, reinforcing the conclusion that pre-harvest liquidity mechanisms must sit alongside structural value-chain reforms.

This tension was recognized at the design stage. The Project Document explicitly acknowledged that budget limitations precluded the establishment of new social protection schemes, premising its strategy instead on facilitating referrals to existing national mechanisms. The inception phase, however, confirmed that the preconditions for this referral-based approach were not met in either full model country: in Uganda, no social protection scheme covers informal agricultural workers, and in Honduras, population coverage of the social protection system does not reach rural coffee-growing areas. The project's own risk register has rated this gap as "High" across all dimensions since inception. The mitigation strategy of delegating social protection to the companion ACCEL project in Uganda has not been verified by this evaluation as having closed the gap at the community level.

This gap extends to the knowledge component: livelihoods interventions have concentrated on productivity improvement without embedding these in a broader analysis of value distribution along the chain. The delayed root-cause economic research under Output 1.3 (see Conclusion 3) means the analytical framework for this dimension remains unavailable for policy dialogue.

The FAO-UNCDF digital financial services pilot, planned for 2025–2026, represents a promising initiative to facilitate farmer access to digital credit, insurance, and market information. Other market-based instruments, including cooperative advance payment mechanisms, village savings and loan associations, and contract farming arrangements, have been identified by stakeholders as more viable pathways than social protection referrals for addressing pre-harvest liquidity constraints. However, none of these instruments are yet operational at a scale that would close the gap in the model's economic logic.

This conclusion is derived from Findings under EQ1, EQ2, EQ3, EQ10, and EQ14, and is linked to Recommendation 1.

Conclusion 3: Strong Output Delivery at Community Level Has Not Yet Translated into Commensurate Intermediate Outcomes

[Effectiveness]

The project is largely on track in delivering planned outputs at community level, but progress toward the intermediate outcomes expected within the results chain remains partial, reflecting both the expected pace of a mid-term intervention and the incomplete status of key preconditions for systemic change.

The project is largely on track in delivering its planned outputs, particularly in child protection, coordination, and social norm change. Community-based monitoring networks are operational, children are being identified and withdrawn from child labour, governance structures have been revitalized at multiple levels, and measurable shifts in social norms have been documented. These results have earned the project strong social legitimacy among local stakeholders and demonstrate credible implementation capacity across both full-model countries.

However, progress toward the intermediate outcomes that the Theory of Change anticipates these outputs to produce, specifically sustained reductions in child labour prevalence, durable improvements in economic resilience among target populations, and protection systems that function independently of project support, remains partial. This gap reflects three factors working in combination. First, some lag is inherent to the mid-term stage, and stakeholders converge on the assessment that the 40-month timeline provides an insufficient window for interventions of this complexity to mature to self-sustaining outcomes.

Second, the foundational root-cause economic research (Output 1.3), which the project design sequenced as an input to both policy advocacy and livelihood strategy, was not completed at the evaluation's data cutoff. The global flagship report on root causes in the coffee supply chain, similarly, expected to provide the evidence base for structural dialogue on value distribution and pricing, remains in progress. Without this analytical framework, community-level livelihood interventions proceed on preliminary assumptions rather than on tested evidence of the economic dynamics that perpetuate child labour in coffee-growing areas. Third, as documented in Conclusion 2, the absence of viable economic mechanisms to address the immediate opportunity cost of withdrawing children from labour means that even where social norms have shifted and protection systems are functioning, implementing partners and community-level stakeholders consistently report that poverty continues to override behavioural change among the most vulnerable families.

The unintended protective spillovers documented by the evaluation, including reductions in gender-based violence case concealment and improved adolescent safety during harvest periods, reinforce the validity of the integrated model's design logic, even where its full outcome-level effects remain incomplete at mid-term.

This conclusion is derived from Findings under EQ8, EQ9, and EQ10, and is linked to Recommendation 1 and Recommendation 7.

Conclusion 4: The Joint Delivery Model Generates Operational Efficiencies at Field Level That Are Tempered by Administrative Transaction Costs

[Efficiency / Effectiveness]

The joint delivery model produces verifiable operational efficiencies at field level through pooled logistics, shared training, and cross-agency data utilization; however, these gains are tempered by the administrative burden of four-agency coordination and by financial mechanisms that were not calibrated for the complexity of the consortium.

The CLEAR Supply Chains project presents a dual efficiency profile. At the sub-national level, joint coordination has produced verifiable operational gains. Pooled logistics, shared training platforms, and cross-agency data utilization have reduced duplication, lowered per-activity costs, and enabled delivery at a scale that no single agency could have sustained independently. Survey data confirms broad partner confidence that the joint model produces results not replicable through separate delivery, and field-level staff have demonstrated significant adaptive capacity in tailoring implementation to local conditions.

These gains are, however, tempered by the administrative costs of managing a four-agency consortium. Coordination absorbed a disproportionate share of management capacity, fractional staff allocations proved insufficient, and agencies without dedicated focal points experienced gaps between strategy and implementation. The donor's consolidated grant mechanism, which evaluates expenditure at the consortium level rather than by individual agency performance, compounded these pressures by restricting funding flows when the collective threshold was not met. Design-stage gaps, including the absence of digitalized and interoperable national data collection systems and a joint social targeting strategy developed during rather than before implementation, further constrained efficiency. The absence of a baseline survey for outcome indicators further limits the consortium's ability to assess change at outcome level and to attribute results credibly; for any future phase, integrating an impact evaluation framework from the design stage would address this gap.

The net assessment is that the joint model's field-level efficiency dividends are real and constitute a core argument for the integrated area-based approach, but the governance and financial architecture through which the model operates was not calibrated for the administrative intensity that a four-agency pilot of this scale and complexity requires. This finding carries direct implications for the design of any future iteration of the model.

This conclusion is derived from Findings under EQ6, EQ7, EQ11, and EQ13, and is linked to Recommendation 4 (Streamlined Governance Model) and Recommendation 2 (Harmonise Social Targeting and Digital Monitoring).

Conclusion 5: Institutional Dependency, Inclusion, and Market Engagement Issues Challenge Long-Term Sustainability and Model Coherence

[Sustainability / Effectiveness / Coherence]

The project has established credible institutional foundations for continuity, but its long-term sustainability depends on resolving two interconnected risks related to the financing of local governance structures and the commercial consequences of child labour transparency. In addition, the uneven integration of inclusion priorities for persons with disabilities and migrant workers represents a gap in the model's coherence with its human rights mandate.

The project has made meaningful progress in embedding child protection functions within existing government structures rather than creating parallel systems. In both full-model countries, statutory coordination bodies have been revitalized, and there are early signals of local government ownership, including municipal budget commitments and proposals to formalize community-level workers within government staffing structures. However, the transition from project-funded coordination to locally owned financing is incomplete.

First, a specific sustainability concern relates to project-funded allowances for salaried government officials attending statutory coordination meetings, which risks creating dependency where officials' participation becomes contingent on external funding. This concern is distinct from operational support to community volunteers, which the evaluation considers a legitimate programme cost with emerging evidence of absorption into municipal

budgets. The transition from external incentives toward institutionalized local financing remains the most significant unresolved sustainability condition (see EQ3 and EQ14 for the detailed analysis).

Second, progress on cross-cutting inclusion priorities has been asymmetrical. The project demonstrates strong integration of gender equality, youth empowerment, and climate resilience into its programming and monitoring frameworks, and indigenous peoples' rights are well integrated in Honduras where the geographic and demographic context supports targeted engagement. However, this integration has not extended to persons with disabilities or migrant workers, who remain insufficiently visible in monitoring systems and lack dedicated budget lines or disaggregated indicators, a gap inconsistent with the Leave No One Behind commitment (see EQ9 and EQ12 for the full assessment). While this does not directly threaten the sustainability of existing results, it represents a gap in the model's coherence and human rights responsiveness that constrains its credibility for replication.

Third, the project's success in identifying and documenting child labour cases carries a market-level risk. Private sector stakeholders have raised concerns that transparent reporting of child labour prevalence may be misinterpreted by international buyers as evidence of systemic failure rather than of a functioning remediation system, creating incentives for data suppression or sourcing withdrawal rather than investment in corrective action. This risk is particularly acute as EU due diligence regulations move from policy to enforcement, increasing both the commercial stakes and the vulnerability of producing communities. The evaluation notes that the openness of dialogue on this issue varies across countries. Under the OECD Due Diligence Guidance for Responsible Business Conduct, the disclosure of human rights risks is a basis for remediation, continuous improvement and co-investment in supplier systems rather than for market exit, and a number of private-sector partners engaged by the project have acted in line with this logic. Formal commercial protocols that ensure transparency triggers remediation rather than market exit do not yet exist within the project's framework.

This conclusion is derived from Findings under EQ4, EQ9, EQ12, EQ13, and EQ14, and is linked to Recommendation 3 (Local Government Co-Responsibility), Recommendation 5 (Remediation over Market Exit), and Recommendation 6 (Cross-Cutting Priorities).

3.2 Strategic Lessons

The following strategic lessons synthesize core implementation findings. The detailed analysis using the ILO Template 4.1 format is provided in Annex 16.

Lesson 1 (Mandate Clarity as a Driver of Operational Efficiency): The efficiency of a multi-agency consortium is directly correlated with strict adherence to each partner's specific mandate and comparative advantage, which prevents functional drift and operational overlap.

Lesson 2 (Prioritising Social Targeting Before Field Deployment): The joint Theory of Change and social targeting strategies should be finalized during a ring-fenced inception phase before field activities launch.

Lesson 3 (Resourcing Coordination in Multi-Agency Consortia): Coordination must be explicitly budgeted with dedicated, full-time personnel rather than relying on fractional time allocations from technical staff.

Lesson 4 (Integrating Immediate Economic Relief into Livelihood Programming): Market-based mechanisms should be explored to address the immediate economic opportunity cost of withdrawing children from the workforce, as direct social protection referrals are not viable where state safety nets are non-existent.

Lesson 5 (Differentiating Operational Support from Institutional Dependency): Governance support requires a phased transition strategy developed early in implementation, building on the district-level dialogues already initiated, shifting from project-funded operational support toward institutionalized municipal co-financing and distinguishing between support to salaried officials and operational support to community volunteers.

Lesson 6 (Securing Commercial Guarantees for Remediation-Based Transparency): Pre-competitive buyer agreements and private sector transparency are essential to support scaling of monitoring systems while ensuring that children identified in hazardous work are immediately removed, in line with international conventions, and that child labour identification triggers investment in remediation rather than sourcing withdrawal.

3.3 Emerging Good Practices

The following emerging good practices were identified during the evaluation. The detailed analysis using the ILO Template 4.2 format is provided in Annex 17.

Practice 1 (Pooled Operational Resources): Agencies split workshop costs by function, maximizing direct beneficiary spending.

Practice 2 (Community-Based Monitoring Networks): Cross-training a single community workforce to identify, refer, and advise on multi-agency mandates, achieving a 57 per cent child labour withdrawal rate in Kalungu District.

Practice 3 (Linking Agricultural Outputs with Educational Safe Spaces): Integration of FAO-supported JFFLS with UNICEF-managed Educational Bridges, simultaneously addressing childcare gaps and food insecurity.

Practice 4 (Cross-Agency Data Utilization): ITC utilized FAO's existing cooperative database to bypass a six-month scoping phase, covering approximately 54,000 farmer members.

Practice 5 (Strategic Messaging Adaptation): Shifting from "eradication" to "protection" messaging to secure community trust.

Practice 6 (Repositioning for EU Regulatory Compliance): Framing child labour identification as a technical market access requirement.

Practice 7 (Municipal Budget Institutionalization): Codifying child protection funding into municipal ordinances.

Practice 8 (Vertical Coordination from Community to National Level): Connecting CPCTIs through municipal and departmental structures to CONETI.

3.4 Recommendations

The following seven strategic recommendations are presented in order of priority. All recommendations are aligned with specific conclusions. Where recommendations refer to future programming, they are contingent on the decision of the donor and implementing agencies regarding the scope and design of any subsequent phase.

The evaluation notes that the 40-month project timeline provides an insufficient window for integrated area-based interventions of this complexity to mature from output delivery to self-sustaining outcomes. The consortium's request for a no-cost extension partially addresses this constraint for the current phase; however, the evaluation's recommendations on governance reform, economic instruments, and system transition are calibrated to a timeframe that extends beyond the current project cycle.

Recommendation 1: Strengthen the Economic Dimension of the Programme Design and Theory of Change

Conclusion Link: Derived from Conclusion 2 (Theory of Change Economic Logic) and Conclusion 3 (Field Delivery Outpacing Evidence Generation).

Prioritize the completion and strategic dissemination of the root-cause economic research under Output 1.3 and the Global Flagship Report, and use this evidence base to strengthen the economic dimension of the Theory of Change. Specifically, the consortium should address the gap between the model's long-term livelihoods approach and the immediate economic constraints that compel households to deploy children in labour, by identifying and integrating appropriate market-based and community-level financial mechanisms into the intervention logic.

Strategic Rationale: The evaluation identified a structural gap between the model's long-term livelihoods approach and the immediate economic constraints that compel child labour deployment (see Conclusion 2). Closing the evidence gap through the completion of the root-cause research is a necessary precondition for identifying context-appropriate economic instruments.

Actionable Elements:

- Prioritize the completion and dissemination of the Output 1.3 root-cause research and the Global Flagship Report, ensuring the analysis addresses value distribution along the supply chain, living income gaps, and the specific timing of household debt cycles that trigger child labour deployment.
- Use the research findings to inform a context-specific strategy for integrating economic support mechanisms into the area-based model, drawing on the range of options identified by stakeholders and implementing partners, including but not limited to cooperative finance, community savings structures, digital financial services, and advance payment arrangements.

- Align the evidence with national policy dialogue through the established coordination platforms (NSCCL in Uganda, CONETI in Honduras), linking project-level findings to sectoral discussions on farm-gate prices, living income, and producer welfare.
- Conduct an analysis of the current national social and child protection systems in project countries to assess viable options for linking project participants to existing government schemes, given that the referral-based strategy premised in the Project Document has not proved operational in either full-model country.

Targeted Responsibility:

- Lead Entity: ILO (Lead Agency, for research coordination and policy dialogue) in coordination with FAO and ITC.
- Supporting Entities: UNICEF (for social protection dimensions).

Implementation Details:

- Importance: High.
- Urgency: High (research completion required to inform remaining project cycle and any Phase 2 design).
- Resource implications: Medium for research completion and dissemination within current budget; resource implications for piloting specific mechanisms to be determined based on research findings and available programming window.
- Timeframe: Research completion and dissemination by end of 2025/early 2026; integration of economic strategy into programming by mid-2026.

Recommendation 2: Establish a Joint Beneficiary Identification and Monitoring Framework

Conclusion Link: Derived from Conclusion 4 (Joint Model Efficiency and Administrative Costs).

Develop a common framework for beneficiary identification and progress monitoring that enables consistent data collection, reduces field-level duplication, and supports credible impact reporting across all implementing agencies. This framework should address both the upstream challenge of joint social targeting, which requires early agreement on shared beneficiary criteria, and the downstream challenge of interoperable data management across agency systems.

Strategic Rationale: The absence of a harmonised approach to beneficiary identification has created risks to data integrity and field-level administrative burden (see Conclusion 4). Addressing this design-stage gap is essential for the credibility of current results and any future programming. The project did not establish a joint social targeting strategy or interoperable data architecture during inception, and individual agencies proceeded with their own registration and reporting protocols.

Actionable Elements:

- Agree on a shared beneficiary identification and registration approach that reduces duplication at field level while respecting individual agency accountability requirements and data protection standards.
- Develop an interoperable monitoring approach that enables the consortium to track beneficiary progress across agency interventions, generate consolidated reporting, and support evidence-based management decisions. The specific platform and tools should be determined by the consortium based on available resources, existing digital infrastructure, and compatibility with national information systems.
- For any future phase or scale-up, prioritize the establishment of a joint social targeting strategy during the inception period, before field deployment begins, to ensure that all agencies operate from a common pool of identified beneficiaries and agreed vulnerability criteria.

Targeted Responsibility:

- Lead Entity: ILO (Lead Agency, M&E coordination function).
- Supporting Entities: M&E focal points from FAO, UNICEF, and ITC; Global Steering Committee for strategic oversight.

Implementation Details:

- Importance: High (essential for data integrity and reporting credibility).
- Urgency: High (required to address identified risks within the current reporting cycle).
- Resource implications: Medium (will require dedicated technical capacity for system design; specific resource needs depend on the approach selected by the consortium).
- Timeframe: Agreement on framework within current phase; full operationalization aligned with project cycle or Phase 2 inception.

Recommendation 3: Develop a Transition Strategy from Project-Funded to Locally Owned Coordination

Conclusion Link: Derived from Conclusion 5 (Institutional Dependency, Inclusion, and Market Engagement).

The consortium should develop a context-specific transition strategy that progressively shifts the financing and oversight of local coordination structures from project funding to domestic institutional arrangements, distinguishing between the different categories of support currently provided and the sustainability conditions applicable to each.

Strategic Rationale: The transition from project-funded coordination to locally owned financing carries differentiated risks for salaried officials and community volunteers, requiring distinct transition tracks for each category (see Conclusion 5).

Actionable Elements:

- Develop a phased approach to transitioning project-funded coordination costs to domestic financing, calibrated to the institutional capacity and budget cycles of local government in each country context.
- Distinguish in the transition plan between support to salaried officials performing statutory duties, where the objective is institutional ownership of coordination functions, and support to community-level volunteers, where the objective is securing a sustainable financing pathway, whether through government budget lines, municipal allocations, or other locally appropriate mechanisms.
- Engage local government authorities in formalizing commitments to sustain the coordination functions and community-level infrastructure that the project has established, using the policy advocacy and technical assistance capacity available within the current project.

Targeted Responsibility:

- Lead Entity: ILO (National Project Coordinators).
- Supporting Entities: UNICEF (child protection system standards); national and sub-national government authorities.

Implementation Details:

- Importance: High (essential for post-project continuity of coordination structures).
- Urgency: High (transition planning needs to align with local government budget cycles).
- Resource implications: Low (policy advocacy and technical assistance using existing staff capacity).
- Timeframe: Initiate within current phase; formalization of transition arrangements aligned with local budget planning cycles.

Recommendation 4: Adapt the Governance, Programmatic Design, and Financial Architecture to the Complexity of Multi-Agency Delivery

Conclusion Link: Derived from Conclusion 4 (Joint Model Efficiency and Administrative Costs).

Review the governance, programmatic, and financial arrangements for the project to ensure they are proportionate to the complexity of multi-agency delivery, drawing on the operational lessons from the current phase regarding coordination costs, programmatic fragmentation, staffing models, and disbursement mechanisms.

Strategic Rationale: The governance and financial architecture were not calibrated for the administrative intensity of a four-agency consortium (see Conclusion 4). Fractional staff allocations proved insufficient for maintaining coherence between global strategy and national implementation, and the consolidated grant mechanism created uneven implementation rhythms across agencies. The programme design generated fragmentation

across numerous small-scale interventions. These are structural design issues requiring proportionate adjustment in the current phase and substantive revision in any future programming.

Actionable Elements:

- Review the staffing model for the consortium to ensure that each implementing agency has adequate dedicated capacity to maintain continuity between global-level strategic decisions and national-level implementation.
- Review the financial disbursement arrangements in dialogue with the donor to identify modifications that better align funding flows with the operational realities of multi-agency delivery, including the differentiated pace of implementation across agencies.
- For any future phase, consolidate the programme design around a reduced number of higher-impact interventions, prioritized on the basis of each agency's comparative advantage and the evidence generated during the current phase on what works in addressing child labour in supply chains.
- For any future phase, invest in a structured inception period that allows the consortium to finalize its joint operational frameworks, including the programmatic scope, before field deployment begins.

Targeted Responsibility:

- Lead Entity: ILO (Lead Agency, Project Management).
- Supporting Entities: Global Steering Committee; FAO, UNICEF, and ITC lead technical officers; donor (for financial architecture and programme scope review).

Implementation Details:

- Importance: Medium-High (essential for the operational viability of the model as a scalable approach).
- Urgency: Medium (current-phase adjustments where feasible; substantive reform required for future programming design).
- Resource implications: Low (primarily reallocation and restructuring of existing arrangements).
- Timeframe: Current-phase adjustments as feasible; structural design revisions incorporated into any future phase design.

Recommendation 5: Strengthen Private Sector Engagement to Ensure Transparency Supports Remediation and Co-Investment

Conclusion Link: Derived from Conclusion 5 (Institutional Dependency, Inclusion, and Market Engagement).

Deepen engagement with private sector partners and the Child Labour Platform to ensure that the identification and reporting of child labour through project-supported monitoring systems is met with investment in remediation and supply chain improvement rather than sourcing withdrawal, and to mobilize private sector co-investment in the accompanying measures needed to sustain child labour elimination at community level.

Strategic Rationale: Transparent child labour reporting carries a market-level risk if buyers misinterpret identification data as systemic failure rather than evidence of a functioning due diligence system (see Conclusion 5). Structured private sector engagement and co-investment are already underway, including through the U-CLAP consortium in Uganda, and the project is well positioned to connect growing private sector interest in compliance with community-level remediation needs.

Actionable Elements:

- Work with the Child Labour Platform, the Uganda Coffee Federation (UCF), and its members to develop shared frameworks that position transparent child labour data as evidence of a functioning due diligence system, ensuring that identification of cases triggers collaborative remediation rather than sourcing disengagement.
- Scale and systematize the emerging private sector co-investment in community-level accompanying measures, building on existing initiatives where companies are already investing in traceability systems, compliance capacity, and supplier-level remediation. Priority areas for expanded co-investment include livelihood support, cooperative capacity building, monitoring infrastructure, and education access, leveraging the regulatory incentive for companies to demonstrate active engagement in supply chain remediation under EUDR and CSDDD.
- Continue strengthening the existing dialogue between the consortium and private sector partners at both global and country levels to align the project's area-based approach with commercial due diligence requirements, positioning the CLEAR model as a vehicle through which companies can meet their obligations under emerging regulatory frameworks.
- Implementation options include piloting compliance approaches with larger exporters and multinational actors to validate and scale current models, as suggested by cooperative-level stakeholders.

Targeted Responsibility:

- Lead Entities: ITC and ILO (Child Labour Platform).
- Supporting Entities: FAO (cooperative engagement); Global Steering Committee.

Implementation Details:

- Importance: Medium (critical for the economic sustainability of participating communities and the coherence of the model with the regulatory environment).
- Urgency: Medium (required to address market risks and capitalize on private sector interest during the current regulatory transition period).
- Resource implications: Low (policy dialogue and convening functions using existing CLP infrastructure and ITC networks; co-investment represents additional private sector resources flowing into the model, not additional project expenditure).
- Timeframe: Initiate within current phase; formalize in future programming design.

Recommendation 6: Strengthen the Integration of Inclusion Priorities in Programming and Monitoring

Conclusion Link: Derived from Conclusion 5 (Institutional Dependency, Inclusion, and Market Engagement).

Review approach to cross-cutting inclusion priorities, particularly regarding persons with disabilities and migrant workers within the supply chain, to ensure that these populations are systematically visible in monitoring frameworks and that programming is accessible to them in contexts where they are present.

Strategic Rationale: The project's strong integration of gender, youth, climate, and indigenous peoples' rights has not extended to persons with disabilities or migrant workers, whose status is not systematically tracked (see Conclusion 5 and EQ9). Addressing this gap requires making existing programming inclusive rather than creating a separate pillar.

Actionable Elements:

- Review monitoring and reporting frameworks to integrate disaggregated tracking of disability status and, where contextually relevant, migrant worker status, ensuring that the project can assess the reach and accessibility of its interventions for these populations.
- Assess existing programming for accessibility barriers that may exclude persons with disabilities or migrant workers and identify practical adjustments that can be incorporated into current and future workplans within existing resource envelopes.
- Ensure that the approach to inclusion is tailored to the specific demographic and contextual conditions in each project country, recognizing that the relevance and priority of different inclusion dimensions vary across contexts.

Targeted Responsibility:

- Lead Entities: UNICEF (protection and education inclusion) and ILO (labour rights and normative frameworks).
- Supporting Entities: Project Management Team; national government partners.

Implementation Details:

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- Importance: Medium (fulfilment of the project's human rights mandate and model coherence).
- Urgency: Medium (integration into upcoming workplan cycles).
- Resource implications: Low to Medium (primarily involves adjustments to monitoring systems and programming design within existing resources; any dedicated interventions to be determined based on the assessment of needs and barriers in each context).
- Timeframe: Monitoring adjustments within the current phase; programmatic integration into future work planning.

Recommendation 7: Document and Standardise the Integrated Area-Based Model for Replication

Conclusion Link: Derived from Conclusion 1 (Proof of Concept for the Integrated Area-Based Approach) and Conclusion 3 (Output Delivery and Outcome Maturation).

Systematically document the integrated area-based model as implemented in the two full-model countries and develop a standardised reference framework that can inform replication in other supply chains, geographic areas, or future phases of the project.

Strategic Rationale: The integrated area-based approach has demonstrated proof of concept in two distinct contexts (see Conclusion 1). However, the model's core components and the operational logic that connects identification, referral, and service delivery across agencies have not yet been formally codified in a way that would allow systematic transfer. Without complete documentation, the knowledge generated by the pilot risks being lost or remaining tacit, embedded in the practices of individual teams and country offices, and cannot be transferred to other similar contexts. The standardisation effort should reflect the evaluation's finding that while the model's output-level results are strong, its outcome-level maturation remains in progress, ensuring that replication is grounded in a realistic assessment of the time, conditions, and preconditions needed for the approach to produce sustained results.

Actionable Elements:

- Document the core components of the integrated model as implemented in Uganda and Honduras, including the community-based monitoring and referral mechanisms, the cross-agency service delivery logic, and the institutional arrangements that enable coordinated implementation.
- Develop a standardised reference framework, drawing on the experience of both full-model countries, which identifies the transferable elements of the model and the operational areas where context-specific adaptation is required, building on the replication assessment presented in the evaluation's findings.
- Ensure that the documentation captures the preconditions, sequencing, and timeframes needed for the model to progress from output delivery to sustained

outcomes, providing a realistic basis for planning future replication rather than an idealized template.

Targeted Responsibility:

- Lead Entities: ILO (Lead Agency) and UNICEF (child protection and education dimensions).
- Supporting Entities: FAO (livelihoods and agricultural dimensions); ITC (supply chain and private sector dimensions).

Implementation Details:

- Importance: Medium-High (essential for preserving the knowledge generated by the pilot and enabling evidence-based replication).
- Urgency: Medium (documentation should be completed while implementation teams retain institutional memory and before any Phase 2 design is finalized).
- Resource implications: Medium (requires dedicated technical capacity for documentation, quality assurance, and publication).
- Timeframe: Complete within the current phase or no-cost extension.

Annexes

Annex 1. Extracts of the Evaluation Terms of Reference.

Key facts

Title of project being evaluated	Ending Child Labour in Supply Chains Addressing the root causes of child labour in supply chains through an area-based approach
Project DC Code	NDICI Challenge/2022/436-061
Type of evaluation (e.g., independent, internal)	External, independent evaluation
Timing of evaluation (e.g., midterm, final)	Mid-term Evaluation
Start date	01/05/2023
End date	31/08/2026
Start and end date of the evaluation	
Donor	European Commission, Directorate-General for International Partnerships
Administrative Unit in the ILO responsible for administering the project	HQ
Technical Unit(s) in the ILO responsible for backstopping the project	Fundamentals
Countries	Honduras, Uganda, Viet Nam, and the Democratic Republic of the Congo (DRC)
SDG(s) under evaluation	SDG 8
Budget	€ 10 million

► 1. Evaluation Background

The **Ending Child Labour in Supply Chains** project is a comprehensive initiative aimed at addressing the root causes of child labour in supply chains through an area-based approach in **Honduras, Uganda, Viet Nam, and the Democratic Republic of the Congo (DRC)**. In Honduras, Uganda and Viet Nam, it aims to address the root causes of child labour in the coffee supply chain. In the DRC, the project aims to tackle child labour in the cobalt supply chain.

The project leverages the expertise of the International Labour Organization (ILO), Food and Agriculture Organization (FAO), the United Nations Children's Fund (UNICEF), and the International Trade Centre (ITC) to ensure an integrated area-based approach, aimed at designing and implementing a joint model that address multiple root causes of child labour and provides sustainable solutions. The ILO acts as a lead agency for this Action.

The Project Document foresees an **independent MTE of the programme** with the purpose of measuring progress, problem solving and improving implementation. The evaluation will be based on the ILO's *Policy guidelines for results-based evaluation*⁴ These guidelines adhere to the norms and standards of evaluation adopted by the United Nations Evaluation Group (UNEG) and the OECD/DAC Evaluation Quality Standards.

The evaluation process will be led by the ILO and jointly managed by the Evaluation Management Committee composed by an evaluation officer or M&E officer from each agency: ILO, UNICEF, FAO, and ITC.

(...)

► 3. Evaluation approach and conceptual framework

3.1 Purpose and objectives of the evaluation and main clients

The primary focus of the independent MTE is to assess whether the project is on track, the extent of integration and joint model implementation in Uganda and Honduras, and the effectiveness of agency collaboration and coordination. It will also identify implementation gaps, both those that can be addressed within the current project and those that may inform future programming, if a second phase is pursued.

The following objectives are identified:

- 1) Determine the extent implementation is as planned and leading to the achievement of objectives
- 2) The extent to which the joint model is being implemented in Uganda and Honduras
- 3) The extent of collaboration/coordination and the approaches agencies are adopting to collaborate, including how they are tackling challenges

⁴ [ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed. | International Labour Organization](#)

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- 4) The gaps that the project should address or gaps that the project cannot address in the current lifespan but need to be identified for further planning.

The primary users of the evaluation findings will be the management team of the CLEAR Supply Chains project, the EU, ILO, UNICEF, FAO and ITC evaluation units at headquarters, and the respective regional and field offices. Secondary parties making use of the results will include tripartite constituents and civil society organizations who have partnered with the project, as well as other agencies working on supply chains and child labour issues at national and regional levels.

3.2 Preliminary evaluation scope for discussion

The scope of this MTE is summative and formative, referring to a **timeframe from the start (May 2023) of the project until July 2025**. The evaluation will cover the project's global (including DRC and Viet Nam), and country (Honduras and Uganda) components, outcomes, outputs and activities as reflected in the project document as well as subsequent modification and alterations made during its implementation.

The MTE will take a summative as well as formative approach. This means providing insights into the relevance, coherence, effectiveness and efficiency of the project intervention strategy and implementation (*summative*). They are also forward looking and provide findings and lessons learned and emerging good practices for improved decision-making within the context of the continuation or scale-up of the project (*formative*).

Per the Project Document, the ILO's *Policy guidelines for results-based evaluation*⁵ and the [ILO Evaluation Guidance](#) provide the framework for carrying out the Programme's independent MTE. These guidelines adhere to the norms and standards of evaluation adopted by the United Nations Evaluation Group and the OECD/DAC Evaluation Quality Standards.

The evaluation should take into consideration the preliminary findings of the High-level Evaluation of the ILO's Decent Work Country Programme Strategies and Activities in ILO subregion of Central America with emphasis on Costa Rica, Honduras and Mexico (2020 – 2024).

► 3. Proposed evaluation questions

The evaluation questions are listed below, in line with the OECD DAC evaluation criteria of relevance and coherence, effectiveness, efficiency, sustainability and orientation towards impact.

► Relevance

- To what extent does the project respond to the needs and priorities of target beneficiaries and other stakeholders?
- To what extent does the project address the needs and priorities of stakeholders (government, employers, workers and civil society) and implementing partners.

⁵ [ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed. | International Labour Organization](#)

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- Are there contextual changes or emerging needs that might challenge the relevance of the project in its current form?
- To what extent is the project sensitive and responsive to contextual changes or emerging needs?

► **Coherence**

- How well does the project align with the broader policy frameworks, strategies and of the implementing partner organizations?
- To what extent does the project align with other national and international initiatives by different organizations to foster synergies and complementarities and avoid duplication?
- To what extent is the project's approach to gender equality coherent with the gender equality strategies of the specific UN agencies participating in the project and with the national gender policies of the focus countries?
- How coherent are the contributions of different implementing partners in terms of roles, responsibilities, coordination mechanisms? Is there overlap?

► **Effectiveness**

- To what extent have the project outputs been achieved so far? Has there been any progress towards achieving the objectives? If not, why not?
- In what areas/result areas does the project underperform and why? (linked to good practices and lessons learned)
- What factors have contributed to or hindered the achievement of results (including changed assumptions)?
- To what extent is the project contributing to the desired changes and add value?
- To what extent is the project achieving gender-related outcomes, including the empowerment of women and girls and reduction of gender-based inequalities?
- How effective is the coordination and communication on the ground between joint implementing partners? To what extent have the organizations been able to deliver as one?
- To what extent are the mechanisms currently in place effective to monitor progress and adjust strategies jointly?
- To what extent could the project effectively respond to changing priorities and needs?

► **Efficiency**

- To what extent have the project management capacities and structures supported the cost-efficient achievement of results?
- What operational efficiencies (e.g., reduced duplication, shared resources, or coordinate procurement of operational services) have been realised, and what challenges continue to limit efficient delivery?
- To what extent has joint coordination contributed to efficient use of resources (e.g., time, funding, staffing) across agencies?
- How well were (human and financial) resources used? Was the budget under- or overspent? Why?
- Are gender-focused activities adequately resourced and integrated into broader project operations?

► **Sustainability and Orientation towards Impact**

- To what extent is the project working towards ensuring that its benefits are likely to continue after external support ends?
- To what extent are local partners or institutions building ownership of project results?
- How are the joint efforts contributing to institutional strengthening or policy influence? Are there mechanisms in place to ensure that the changes are sustained?
- Are there unintended positive or negative consequences emerging from the project? What are these?
- Is there evidence that the joint nature of the project is contributing to synergies that would not be achieved with single-agency approaches?
- To what extent it is expected that the joint model can be replicated in other countries or supply chains?

These evaluation questions can be refined by the evaluation team at the inception phase, with inputs from the Evaluation Reference Group. In doing so, the evaluation team will consider availability and reliability of data, how the answers will be used and if the data are regarded as credible.

The evaluation will address the ILO's crosscutting policy drivers – gender equality, disability inclusion and non-discrimination, and social transformation. In terms of this evaluation, this implies involving both men and women, and other social/cultural categories as relevant by country in the consultation, evaluation analysis and evaluation team. Moreover, the evaluators should review data and information that are disaggregated by age group, sex and indigenous group at a minimum and assess the relevance and effectiveness of gender-related strategies and outcomes to improve the lives of women and men. All this information should be included in the inception report and final evaluation report.

► 4. Evaluation approach and methodology

4.1 The evaluation approach

The evaluation will be conducted in accordance with the [ILO evaluation guidance](#), and other relevant policies and guidelines.⁶

To respond to the formative and summative purposes a combination of the theory-based approach (through the theory of change), a case-based approach and participatory approaches, are proposed as follows:

- o The **theory-based and gender responsive approach** will use the intervention theory of change as the overarching framework of the evaluation, which will be empirically tested, matching the appropriate evaluation methods to test particular assumptions of the theory at output and outcome levels. This approach will be used to assess progress toward the specific objectives.
- o The **case-based approach** to examine the countries and the integrated area-based approach under review. The case studies will seek to determine the result of project interventions on ground and if these interventions had any observable immediate effect, and to the extent possible determine the links between the observed impacts and the project. The case-studies might also focus on a cross-cutting theme or specific dimension identified through the scoping phase and presented in the inception report.

⁶ Including the ILO's Evaluation Policy, ILO Policy Guidelines for Evaluation (4th edition), and international standards and best practices articulated in the in the OECD/DAC Principles and UN Evaluation Group Norms and Standards, Ethical Guidelines, and Code of Conduct.

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No more than 2 case studies are expected in this evaluation (Uganda, Honduras).

- o **Participatory approaches**, through collaborative outcome reporting, will yield evidence on whether initiatives have achieved, or are likely to achieve, the intended outcomes based on a relevant and coherent approach and using effective and efficient ways to achieve or contribute to changes that can be sustained.

The ILO's tripartite constituents and civil society members will be involved at all stages of the evaluation process. The evaluation will pay specific attention to respond to the ILO's normative and tripartite mandate, gender equality and non-discrimination, just transition and contribution of the ILO to the relevant targets set in the 2030 Agenda for Sustainable Development. In this regard, normative work, social dialogue, the gender and inclusion dimension, and environmental issues will be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation.

4.2 The evaluation methodology

The evaluation will apply mixed methods, drawing on multiple lines of evidence (both quantitative and qualitative) and multiple means of analysis. Whenever needed and feasible, the evaluation team will be expected to apply quantitative methods to aggregate findings and determine higher order of effectiveness of the project.

Overall, the evaluation will be undertaken with primary and secondary data collected by a group of evaluation experts through interviews, focus group discussions, field observation, desk reviews, and expert panel (through the Reference Group). The overall methodological approach and data collection tools of the evaluation will include, but not be limited to, the following:

- o **Desk review** and **targeted analysis** of information
- o **Semi-structured interviews.**
- o Targeted consultation with the evaluation **Reference Group** composed of key staff from implementing agencies with expertise on the subject matter (separate TORs is created for this group).

Through a **theory-driven approach**, this evaluation will employ various tools to draw conclusions based on evaluative reasoning and critical thinking. The **case-based approach** will aim to support understanding of processes and contextual factors on the ground. The conclusions will provide factual, and observable linkages between the project interventions and their impacts, primarily using insights from case studies.

The details of the methodology will be elaborated in the inception report by the team of evaluators on the basis of the Terms of Reference (ToRs) and initial desk review and consultation. The inception report will include a detailed evaluation framework with the methodological approach identified and will receive feedback from the Reference Group.

4.2.1 EVALUATION DATA COLLECTION PROCESS

The data collection to inform the evaluation will encompass:

- o **Inception phase:** a detailed scoping will be undertaken based on desk research, individual and group interviews with the Reference Group, project staff other key stakeholders as necessary. Inputs gathered during this phase will already serve as primary and secondary data to inform the evaluation analysis, as well as to inform the case study selection, based on which the evaluation team will design the interview guidelines.

- o **Main data collection process:** the evaluation team will conduct interviews⁷ to gather quantitative and qualitative information from a wide range of stakeholders from different thematic and geographic backgrounds. Field visits will be organised to Honduras and Uganda.
- o **Reporting, review process and presentation of results.** This stage will synthesize the data collected to produce the evaluation report. The main evaluation report will be structured around the five DAC Assessment Criteria, address the questions outlined in the TOR and include summary ratings that will be defined in the inception phase.

► 5. Deliverables

The following deliverables will be submitted to the ILO Evaluation Manager:

► Deliverable 1: Inception report with methodology (mid-September)

The inception report should detail the evaluation's team understanding of what is being evaluated and why, including a set of questions based on the agreed scope and showing how each evaluation question will be answered by way of an evaluation matrix that describes: proposed methods (both data collection and analysis); proposed sources of data; data collection procedures (including interview protocols, focus group protocols, survey template, etc.). The inception report should also include the theory of change, the rationale behind the selection of the country and case studies for in-depth analysis and country visits (including the selection criteria), proposed schedule of tasks, activities and deliverables, and the evaluation limitations.

► Deliverable 2: Draft report

The draft report should reflect the summary and the detail presentation of the main findings, conclusions and recommendations using the ILO templates⁸, recommendations, lessons learned, and good practices.

► Deliverable 3: Final reports

- a) Final evaluation report
- b) Executive summary

These consist of a revision of the products mentioned under deliverable 3 based on comments from EVAL and key stakeholders. The report and the annex(es) should be submitted in English. The quality of the report should meet the OECD/DAC's Quality Standards for Development Evaluation and consider UNEG evaluation checklists and quality assurance guidelines. Both documents will be considered final once they are formally approved by the ILO Evaluation Office.

⁷ In the three ILO official languages (English, French and Spanish)

⁸ [Checklist 4.2 Preparing the evaluation report](#) [including the templates for completing [lessons learned](#) and [emerging good practices](#), as well as the [templates for the title page](#) in EN-FR-SP and [executive summary](#) in EN-FR-SP https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_mas/@eval/documents/publication/wcms_746812.pdf

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- **Deliverable 4: PowerPoint presentation and infographic to feed into communication products, as suggested by the evaluation team.**

The total duration of the evaluation process is estimated to 63 working days over the period from September to December 2025.

6.2 Implementation arrangements

6.2.1 MANAGEMENT OF THE EVALUATION

An ILO certified evaluation manager will be responsible for managing this MTE with the support of an ILO Evaluation Officer. The oversight of the evaluation process will be jointly exercised by the Evaluation Management Committee (EMC). The EMC is **composed** of the ILO Evaluation Manager and an evaluation officer or M&E officer from each agency: International Labour Organization (ILO), the United Nations Children's Fund (UNICEF), FAO, and the International Trade Centre (ITC). All officers will have evaluation background and work on this area in the agency they represent. The ILO evaluation manager, with support from ILO/EVAL, will provide the highest quality control, using ILO [Evaluation Guidance](#).

The EMC **function** is to take full responsibility for the supervision of the evaluation teamwork, particularly the deliverables and assure a good relationship between them and the programme, acting as broker between both key actors for the evaluation. A major role is quality assurance and approval of the evaluation deliverables (inception report, draft report, and final report) following UNEG and UN agencies evaluation standards and making sure to receive feedback from the Evaluation Reference Group (see below). The EMC assures the independence, credibility and transparency of process and its outcome. The EMC is the highest evaluation decision body, under the supervision of the UN agencies evaluation offices.

The evaluation process will be participative and will involve all relevant programme stakeholders and partners. The evaluation results will be disseminated among government, development partners, civil society, and other stakeholders. A management response will be produced by each implementing agency in relation to each recommendation addressed to that specific agency. This management response will be produced upon completion of the evaluation process and will be made publicly available according to each organisations' policy.

The evaluation will be carried out with full logistical support of the programme staff led by the Project CTA and lead project staff from each agency, with the administrative support of the ILO Country Office of Dar es Salaam and San Jose. The EMC, particularly through the ILO lead evaluation manager, will oversight the administrative and logistical support.

6.2.2 REFERENCE GROUP AND STAKEHOLDER CONSULTATION

The reference group will be established to contribute to the relevance, credibility, and utility of the independent evaluation by offering inputs and suggestions in a purely advisory capacity at various intervals of the process. The creation of this group will contribute to ensure understanding and ownership of the evaluation to enhance follow-up and use of its results.

The group will comprise mid- to senior level representatives from various departments of the each Implementing Agency who are familiar with and involved in dealing with child labour issues.

As part of the evaluation process consultations will take place with the reference group at major points of the evaluation process. Key outputs will be circulated for comments. Other stakeholders will be identified and involved in the process as required as part of the normal evaluation process.

6.2.3 RESPONSIBILITIES AND PROFILE OF EVALUATION CONSULTANTS.

- Defining roles and responsibilities of the co-team leaders throughout the evaluation phases and ensuring quality control and adherence to ethical guidelines;
- Managing national consultants and managing their required logistical and communication arrangements;
- Defining the methodological approach. Drafting the inception report (including all data collection tools), producing the preliminary findings presentation, draft reports and drafting and presenting a final report, completed through a comment-tracking tool to show how the comments/feedback from the EMC and the reference group were addressed;
- Providing any technical and methodological advice necessary for this evaluation;
- Ensuring the quality of data (validity, reliability, consistency and accuracy) throughout the analytical and reporting phases.
- Ensuring the evaluation is conducted per TORs, including following ILO EVAL guidelines, methodology and formatting requirements. And adheres to evaluation report quality standards: as referred to above.
- Liaising with the evaluation managers and representing the evaluation team in meetings with stakeholders;
- Contributing to the report dissemination and communication by participating in webinars and supporting or providing inputs to evaluation communication products.

Annex 2. Full Evaluation Matrix

DAC Criteria	Evaluation Question Final	Indicator/Evidence	Information collection methods	Sources of information	Data analysis methods
1-Relevance	EQ1: Relevance to Beneficiary Needs and Stakeholder Priorities	(i) Documented alignment of solution areas and social targeting strategies with beneficiary needs assessments;	Desk review	PRODOC; ToC (global/country); targeting/eligibility criteria; beneficiary needs assessments; national/sectoral policies; agency strategies.	Document analysis (needs-design and policy alignment); thematic coding (stakeholder perceptions of relevance, feedback mechanisms, and alignment with mandates); descriptive statistics (survey data on perceived alignment); triangulation across documents, stakeholder interviews, and field evidence to assess overall relevance.
		(ii) Evidence of functioning beneficiary feedback mechanisms (design, frequency, use).	Desk review, KII Online, KII Case study, Survey Online	Project documents, local project stakeholders, partners, beneficiary proxy knowledgeable about feedback mechanisms	
		(iii) Extent to which project solution areas and targeting strategies are aligned with national/sectoral strategies;	Desk review	Project documents vs National/sectoral strategies	
		(iv) Extent to which project solution areas and targeting strategies are aligned with each partner agency's mandate	Desk review	Project documents vs agency mandate documents	
		(v) Partner and stakeholder perceptions of alignment of project solution areas and targeting strategies with their priorities by stakeholder type, and geographical level	Survey Online, KII Online	UN (ILO, FAO, ITC, UNICEF), national government, employers, workers, and civil society also in field	
	EQ2: Responsiveness to Contextual Changes and Emerging Needs	(i) List of external (political, economic, environmental shocks) and internal (operational, staffing, partnership) changes that affected project relevance	Desk review	Governance/economic/climate/migration notes; risk registers, ToC assumptions, meeting minutes; gov/worker/employer/civil society/UN, workshop outputs	Document analysis (context-response mapping and risk tracking); timeline and process tracing (event-response sequences); thematic coding (stakeholder perceptions of adaptability and lessons on adaptive strategies); descriptive statistics (survey data on responsiveness);
		(ii) Evidence that external (political, economic, environmental shocks) and internal (operational, staffing, partnership) changes were monitored, identified, and responded to (what changed, when, why) including updated ToCs, risk registers and mitigation plans	Desk review, Debrief workshop	ToC assumption updates, Implementation reports and risk registers, meeting minutes	

DAC Criteria	Evaluation Question Final	Indicator/Evidence	Information collection methods	Sources of information	Data analysis methods
		(iii) Partners and stakeholders perception of project responsiveness and adaptability to external and internal changes disaggregated by stakeholder type, and geographical level	Survey Online, KII Online, Debrief workshop	Gov/worker/employer/civil society/UN	triangulation across documents, stakeholder feedback, and case studies.
		(iv) Case study examples and lessons learned on adaptive strategies (e.g., adjustments, coordination, or other measures) to maintain or strengthen relevance during implementation.	KII Case study, Focus Group Discussion (FGD) Case study	Stakeholders at subnational level through Uganda and Honduras field visits	
2-Coherence	EQ3: External Coherence with Policy Frameworks and Existing Initiatives	(i) Documented evidence of project solution areas complementing national/UN/regional frameworks while avoiding duplication beyond the project;	Desk review	Partner strategies; national policies; UNSDCF/SICA/sector platforms; coordination ToR/calendars; meeting minutes; agency MoUs;	Review partner, national and UN frameworks for alignment and complementarity; check meeting records for active participation; code KIIs/surveys on synergies and overlaps; use case studies to illustrate collaboration or duplication; triangulate findings.
		(ii) Documented evidence of active participation (frequency, role) in relevant coordination forums, with tangible influence on policy discussions or joint outputs, beyond mere attendance;	Desk review	Interagency meeting minutes	
		(iii) Partner and stakeholder perceptions of synergies/duplication with non-project initiatives by stakeholder type, and geographical level	KII Online, Survey Online	Project Partners and Government Stakeholders at global and national level	
		(iv) Case study examples of collaboration or duplication with non-project initiatives.	KII Case study, FGD Case study	Stakeholders at subnational level (field) through Uganda and Honduras field visits	
	EQ4: To what extent is the project's approach to cross cutting issues such as gender equality coherent with the strategies of the participating UN agencies in the	(i) Documented evidence of alignment of project strategy to cross cutting issues (gender, inclusion, youth, climate) against partner and national cross-cutting policies (Uganda, Honduras);	Desk review	Project logframe/budget; agency policy/strategy on gender/Disability/just transition; National policies on Gender, Inclusion, Youth Climate; M&E datasets	Review project, agency and national policies for gender/inclusion/youth/cli mate alignment; tag activities and budgets with cross-cutting focus; code KIIs/surveys for perceived coherence and
		(ii) % results/activities with explicit cross-cutting outputs/indicators/budgets (gender, inclusion, youth, climate);	Desk review	PRODOC, Workplans, ToC, financial documents	

DAC Criteria	Evaluation Question Final	Indicator/Evidence	Information collection methods	Sources of information	Data analysis methods
	project and with the national policies of the focus countries (Honduras and Uganda)?	(iii) Stakeholder perceptions of the project's capacity to integrate cross-cutting issues (gender, inclusion, youth, climate) by stakeholder type, and geographical level	KII Online, Survey Online, Debrief workshop	Partners and broader stakeholders at global and national levels	recommendations; triangulate evidence.
		(iv) Actionable suggestions for strengthening coherence on cross cutting issues (gender, inclusion, youth, climate) including quick wins (short-term adjustments) versus structural recommendations (long-term policy/strategy alignment).	KII Online, Survey Online, Debrief workshop	Partners and broader stakeholders at global and national levels	
	EQ5: Internal Coherence of Partner Roles, Responsibilities, and Coordination	(i) Extent to which roles, responsibilities and coordination mechanisms (frequency, decisions taken) are clearly documented;	Desk review	MoUs/RACI; governance/coordination ToR; implementation agreements, joint workplans/calendars/decision logs;	Review MoUs, ToRs and joint workplans for role clarity and coordination; code KIIs/surveys on complementarity and duplication; use case studies to illustrate coordination successes and gaps; triangulate findings.
		(ii) Partner and stakeholders perceptions of level of complementarity, duplication between implementing partners by stakeholder type, and geographical level	Survey Online, KII Online, Debrief workshop	Partners and stakeholders	
		(iii) Case study assessment of complementarity or duplication or remaining gaps, lessons learned from coordination successes/failures experiences.	KII Case study, FGD Case study	Stakeholders at subnational level (field) through Uganda and Honduras field visits	
3- Effectiveness	EQ6: To what extent are the mechanisms currently in place effective to monitor progress and adjust strategies jointly?	(i) Documented joint monitoring processes described by : frequency of reviews, Inclusiveness across agencies and stakeholders, Integration of quantitative and qualitative evidence;	Desk review	M&E templates, project logframe, workplans, meeting minutes/decision logs; progress reports	Document review (monitoring frequency, inclusiveness, evidence use); code KIIs/surveys on effectiveness and learning; use basic stats on usefulness; triangulate documents, feedback, and case examples of
		(ii) Partner perception of usefulness and effectiveness of monitoring as well as gaps/weaknesses limiting timely adaptation (disaggregated by agency and team), opportunities to strengthen mechanisms by geographical level	KII Online, Survey Online, Debrief workshop	Local and global partner staff	

DAC Criteria	Evaluation Question Final	Indicator/Evidence	Information collection methods	Sources of information	Data analysis methods
		(iii) Field level examples of monitoring leading to changes in approach, activities, or coordination/joint adjustments and of gaps/weaknesses limiting timely or adaptation, highlighting opportunities to strengthen mechanisms.	KII Case study, FGD Case study	Stakeholders at subnational level (field) through Uganda and Honduras field visits	adaptations. Begin with interviews and check documented pivots.
	EQ7: Effectiveness of Joint Coordination and Unified Delivery at Field Level	(i) Documented evidence of coordination & communication at national and district level (HN/UG);	Desk review	Meeting minutes, joint mission agendas; case/referral protocols; data-sharing evidence; M&E/roadmaps;	Document analysis (coordination structures and communication processes); thematic coding (stakeholder perceptions of joint delivery and coordination effectiveness); descriptive statistics (survey data on satisfaction with coordination); triangulation across documents, stakeholder interviews, and case study evidence at national and community levels.
		(ii) Partner and Stakeholder satisfaction with level of agency coordination and joint delivery at national and subnational levels by stakeholder type, and geographical level (HN/UG);	Survey Online, KII Online, FGD Case study, KII Case study, Debrief workshop	Partners and stakeholders at national and subnational levels	
		(iii) Case study assessment of value from joint approaches of delivery/coordination, case management/referrals/data sharing at municipality and community level. Evidence of coordination enhancing delivery vs single agency approaches.	KII Case study, FGD Case study	Local partners, stakeholders and target groups (community level) in visited municipalities	
	EQ8: To what extent is the project on track to achieve its outputs and intermediate outcomes so far, in which areas is it underperforming and why, and what are the current	(i) Documented evidence of delivery of outputs vs plan by result area;	Desk review	PRODOC/logframe/M&E reports; workplans; progress reports;	Review logframe, M&E and progress reports for outputs vs targets; code KIIs/surveys on performance drivers and gaps; use case studies for field-level progress; triangulate reported and perceived results.
		(ii) Documented evidence of progress towards intermediate outcomes by solution area	Desk review	PRODOC/logframe/M&E reports/Monitoring indicators; workplans; progress reports;	
		(iii) Partner and Stakeholder assessment of areas the project is performing and underperforming and why, by solution area, by stakeholder type, and geographical level	Debrief workshop, KII Online, Survey Online, FGD Case study, KII Case study	National and district level stakeholders	

DAC Criteria	Evaluation Question Final	Indicator/Evidence	Information collection methods	Sources of information	Data analysis methods
	expectations regarding its contribution to desired outcomes?	(iv) Partner and Stakeholder assessment of expected contribution towards desired outcomes, by solution area, by stakeholder type, and geographical level	Debrief workshop, KII Online, Survey Online	National and district level stakeholders	
		(v) Case study assessment of achievement of project outputs and intermediate outcomes so far and expectations regarding contribution towards desired outcomes by solution area	KII Case study, FGD Case study	Local partners, stakeholders and target groups (community level) in visited municipalities, Field stakeholders and observation, narratives, case examples	
	EQ9: Progress on Gender Equality, Youth Empowerment, and Cross-Cutting Results	(i) Description of expected cross cutting results (e.g., gender, social inclusion, marginalized groups, potential empowerment/reduced inequalities, environment, including intersectional results)	Desk review	PRODOC, Global and national ToCs, Field mission reports	Review ToCs, progress and M&E reports for cross-cutting results and practices; code KII/survey data on cross cutting achievements; use case studies for local evidence; triangulate quantitative and qualitative findings.
		(ii) Documented integration and uptake of cross cutting practices in delivery of activities per result area;	Desk review	M&E datasets; progress reports; activity records;	
		(iii) Partner and stakeholder assessment of expected level of achievement of cross cutting results (gender, inclusion, youth and climate)	KII Online, Survey Online, Debrief workshop	Case studies and triangulation with desk review of progress reports	
		(iv) Case study assessment of integration and uptake of cross-cutting practices in delivery of activities;	KII Case study, FGD Case study	KIIs (gender focal points/partners), Local partners, stakeholders and target groups (community level) in visited municipalities	
	EQ10: Enabling and Hindering Factors for Effective Delivery	(i) Partners and Stakeholder accounts of factors enabling and hindering effective delivery of activities and achievement of results (outputs and intermediate outcomes, including cross cutting results) by stakeholder type, and geographical level	KII Online, Survey Online, Debrief workshop	Partners and stakeholders	Code KII/survey data on enablers and barriers; rank factors by frequency and importance; use field case studies to capture local nuances; triangulate across sources.
		(ii) Ranked community-level enablers or barriers (including: context-specific nuances such as cultural norms, local power dynamics, or	KII Case study, FGD Case study	Field case studies	

DAC Criteria	Evaluation Question Final	Indicator/Evidence	Information collection methods	Sources of information	Data analysis methods
		geographic constraints) to delivery of activities and achievement of results ;			
4-Efficiency	EQ11: Resource Efficiency and Operational Synergies of the Joint Coordination Model	(i) Analysis of budget vs plan (under/overspend, reasons) and contribution analysis of coordination processes to operational and resource efficiencies (e.g., resource-sharing/joint missions/procurement) ;	Desk review, Debrief workshop, KII Online	Financial reports; HR/time records (where feasible); joint procurement/mission records; stakeholder evidence;	Review financial reports, HR/time and mission records for under/overspend and joint efficiencies; summarise partner examples of resource gains; identify local coordination effects; triangulate financial and perception data.
		(ii) % partners and stakeholders citing ≥1 examples of operational and resource efficiencies vs separate delivery by stakeholder type, and geographical level	KII Online, Survey Online, Debrief workshop	Focus on project partners mostly, some key stakeholders may also provide insights	
		(iii) Case study assessment of local operational and resource efficiencies across agencies (e.g., duplication).	KII Case study, FGD Case study	Local implementing partners in visited municipalities	
	EQ12: To what extent are cross cutting (gender etc) activities adequately resourced and integrated into broader project operations?	(i) Extent of cross-cutting budget lines and/or mainstreamed costing for cross cutting issues;	Desk review	Budgets; workplans; activity reports; Financial documents	Review budgets, workplans and ToCs for cross-cutting allocations and integration; code activities for cross cutting themes; summarise stakeholder views on adequacy; triangulate findings.
		(ii) Level of integration of cross cutting issues at activity level (e.g., gender lens embedded in core activities);	Desk review	PRODOC, National and global TOC activity description	
		(iii) Partner and Stakeholder perceptions of adequacy of resourcing of cross cutting issue by stakeholder type, and geographical level	KII Online, Survey Online, Debrief workshop	Project partners and Stakeholders, focus on civil society	
	EQ13: Persistent Efficiency Challenges and Mitigation Measures	(i) Ranked list of challenges limiting efficiency (categorized by type: operational (reporting, visits), financial (budget delays, duplication), human resource (staff time, coordination burden);	Desk review	Planning calendars; reporting schedules; mission plans; KII/survey	Desk review + KIIs/survey to rank efficiency challenges; map cost/time drivers; summarise mitigation examples and results; triangulate across sources.
		(ii) Partner assessment of cost/time drivers by geographical level	KII Online, Survey Online, Debrief workshop	Project implementing partners at global and national levels	
		(iii) Examples of mitigations measures, highlighting what worked, partially worked, or failed.	KII Online, Survey Online, KII Case study, FGD Case	Partners, local stakeholders and target groups (community level) in visited municipalities in UG and HN	

DAC Criteria	Evaluation Question Final	Indicator/Evidence	Information collection methods	Sources of information	Data analysis methods
			study, Debrief workshop		
5- Sustainability / Impact	EQ14: To what extent are there early signs that the project building local ownership, institutional capacity, and policy influence to ensure sustainability of activities beyond external support? Are there mechanisms in place to ensure that the activities are sustained?	(i) Documented evidence and stakeholder accounts of institutionalisation of project-supported activities within partner institutions, demonstrated by their integration into formal mechanisms (policies, procedures, budgets, permanent staff positions) and/or informal mechanisms (routines, norms, practices), ensuring continuity beyond external support ;	Desk review, KII Online, Debrief workshop	Project progress reports, institutional documents; policy records; institutional national and subnational stakeholders	Desk review + KIIs/survey for evidence of institutionalisation; % citing ownership/capacity gains; identify sustaining mechanisms from case data; triangulate across sources.
		(ii) % stakeholders citing ≥1 examples of local ownership, improved capacity and policy influence (disaggregated by type of stakeholder and country);	Survey Online	National stakeholders	
		(iii) Case study evidence of mechanisms in place to sustain project activities beyond external support including structural changes (institutional frameworks, policies, resource allocation) and behavioural changes (adoption of practices, shifts in norms and attitudes).	KII Case study, FGD Case study	Local partners, stakeholders and target groups (community level) in visited municipalities	
	EQ15: Value Added of the Joint Multi-Agency Approach	(i) Documented examples of output-level benefits (e.g., pooled resources, cost/resource efficiencies, reduced duplication, expanded coverage) and outcome-level benefits (e.g., improved access, quality of services) attributable to joint work;	Desk review	Project progress reports, meeting minutes, M&E documents, MOU, Joint workplans; co-financing/co-delivery records;	Desk review + theme coding of unintended effects; rank by type/area; summarise stakeholder accounts; note case examples of scale/severity; triangulate across sources.
		(ii) % partners and stakeholders citing ≥1 examples of benefits arising specifically from joint work (not replicable by a single agency) disaggregated by stakeholder type;	Survey Online, KII Online	Global and national partners and stakeholders	
		(iii) Case study examples of joint activities or programmes that contribute to output-level benefits (e.g., cost/resource efficiencies, reduced duplication, expanded coverage) and outcome-	KII Case study, FGD Case study	Local partners, stakeholders and target groups (community level) in visited municipalities	

DAC Criteria	Evaluation Question Final	Indicator/Evidence	Information collection methods	Sources of information	Data analysis methods
		level benefits (e.g., improved access, quality of services)			
	EQ16: Unintended Consequences and Emergent Effects	(i) Ranked list of documented unintended consequences (categorized as positive or negative), and by area (social, economic, environmental, gender, institutional) and project management responses (if any);	Desk review	M&E and progress reports, interagency meeting minutes, Issues/risk logs; complaints/feedback channels;	Thematic coding (unintended effects); significance screening; triangulation multiple sources to confirm/contrast
		(ii) Stakeholder accounts of unintended (positive/negative) consequences emerging from the project disaggregated by stakeholder type;	KII Online, Survey Online, Debrief workshop	International and national stakeholders	
		(iii) Case evidence of unintended consequences affecting beneficiaries or systems, measured by number affected, scale of change, or severity of negative consequences.	KII Case study, FGD Case study	Local partners, stakeholders and target groups (community level) in visited municipalities	
	EQ17: Replicability and Scale-Up Potential of the Joint Model	(i) Shortlist of plausible replication countries and supply chains including justification (e.g., policy environment, market structure, institutional capacity) and expected added value or efficiency gains from replication;	Desk review	Project strategic documents, Comparative context scans; prior pilots/evaluations; mission notes	Desk comparison + simple rubric for readiness (policy, capacity, market); frequency & theme coding of KII/survey on confidence; identify transferable vs. context-specific elements from case data; triangulate findings.
		(ii) Partner and Stakeholder confidence in level of replicability by country and supply chain disaggregated by stakeholder type;	KII Online, Survey Online, Debrief workshop	Donor, Partners and stakeholders at global regional and national levels	
		(iii) Case study illustrations of most transferable elements ("minimum viable package") vs elements needing contextual adaptation (barriers/enablers)	KII Case study, FGD Case study	Local partners, stakeholders and target groups (community level) in visited municipalities	

Annex 3: Team Composition

The evaluation was conducted by Laura de Franchis, Lead Evaluator (The Alternatives Factory), supported by a team comprising Diana Rubio Lopez and Grace Banya as national consultants for Honduras and Uganda respectively, who led the in-country field data collection and stakeholder consultations. Diana Rubio Lopez also conducted the remote key informant interviews with Honduras-based stakeholders. Quantitative data collection and analysis were done by Mehmet Sundu (Relief Applications). Luna Dabinovic and Sebastian Weishaupt (both Relief Applications) contributed to the inception phase, the development of qualitative data collection instruments and preliminary desk review.

Annex 4. Online Survey for CLEAR Supply Chains Project Partners and Stakeholders

The following table presents the full set of questions included in the stakeholder online survey. These questions are designed to gather feedback from partners and stakeholders at global, national, and subnational levels on key evaluation themes, including coordination, effectiveness, sustainability, and replicability. The table provides a detailed overview of the question wording and structure. The survey was translated into Spanish before administration to partners at both global and national levels in English and Spanish.

Section	Question Label	Choices
Section A: Introduction and consent	Introduction: This survey forms part of the independent Mid-Term Evaluation of the CLEAR Supply Chains project. The purpose is to gather your views and experiences related to the project's implementation and results. Your participation is voluntary. No personal information will be collected, and responses will be analysed in aggregate. The information you provide will be used solely for evaluation purposes. Estimated completion time: up to 20 minutes. To participate, please confirm that you have read this information and consent to participate.	Note
Section A: Introduction and consent	A1. I confirm I have read the information and consent to participate.	Yes No
Section B: Respondent Profile	B1. Gender	Female Male Other Prefer not to say
Section B: Respondent Profile	B2. Type of organisation you represent	United Nations Government Workers' organisations Employers' organisations Value Chain and Private Sector Civil society Academia and research institutes Global/regional initiatives Donor
Section B: Respondent Profile	B3. Organisation name	Open text
Section B: Respondent Profile	B4. Your role/function	Open text
Section B: Respondent Profile	B5. Country/region where you are based	Honduras Uganda Viet Nam DRC Other

Section	Question Label	Choices
Section B: Respondent Profile	B6. Supply chain focus	Coffee Cobalt Not applicable
Section B: Respondent Profile	B7. At what level of the CLEAR supply chains project do you operate, tick all that apply	Global – e.g., work with Alliance 8.7, ILO Child Labour Platform, or international networks National – e.g., engagement with ministries, steering committees, or national coordination bodies Not applicable
Section B: Respondent Profile	B8. How long have you been involved with the CLEAR project?	<1 year 1–2 years >2 years Not applicable
Section B: Respondent Profile	B9. To what 'solution area' of the CLEAR supply chains project does your work contribute (tick all that apply)?	Labour rights Education Livelihoods / Agriculture / Climate Skills Social / Child protection Responsible supply chains (Human Rights Due Diligence) Access to markets Evidence and convening Don't know / Not applicable
Section C: Relevance	C1. To what extent do you agree that the project's objectives match your organisation's main priorities and work areas on child labour?	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section C: Relevance	C1a. Please describe any instances where the project's objectives do not fully match your organisation's main priorities or work on child labour.	Open text
Section C: Relevance	C1b. Please share examples of how the project's objectives or activities support your organisation's work and priorities on child labour.	Open text
Section C: Relevance	C2. Since the project began, what external changes have you noticed that have affected how relevant the project is in addressing child labour?	Policy change Elections Market shifts Environmental shocks and climate events Migration Security incidents Other Don't know / Not applicable
Section C: Relevance	C2a. Please explain other.	Open text
Section C: Relevance	C2b. Please explain the external changes you have observed.	Open text
Section C: Relevance	C3. To what extent do you agree that the project has adjusted its activities and strategies effectively in response to external changes?	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable

Section	Question Label	Choices
Section C: Relevance	C3a. Please give one or more examples of how the project has changed its activities or strategies in response to external changes.	Open text
Section C: Relevance	C3b. Please describe any important external changes that the project did not respond to effectively.	Open text
Section D: Coherence	D1. To what extent do you agree with the following statement: “The project’s activities work well alongside other national or local programmes that address child labour, without duplication.”	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section D: Coherence	D2. Have you observed any duplication between roles and responsibilities of the implementing partners (FAO, UNICEF, ITC, and ILO)?	Never Rarely Sometimes Often Always Don't know / Not applicable
Section D: Coherence	D2a. Please describe one or more examples of duplication you have noticed among project partners.	Open text
Section D: Coherence	D2b. Can you share any examples of how partners have reduced or avoided duplicating work?	Open text
Section D: Coherence	D3. To what extent do you agree with the following statements:	Question Matrix
Section D: Coherence	D3.1. At the global level, the main implementing partners (FAO, UNICEF, ITC, and ILO) communicate and coordinate well with each other.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section D: Coherence	D3.2. At the national level, the main implementing partners (FAO, UNICEF, ITC, and ILO) communicate and coordinate well with each other.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section D: Coherence	D3.3. At the sub-national level, the main implementing partners (FAO, UNICEF, ITC, and ILO) communicate and coordinate well with each other.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section D: Coherence	D3a. Please elaborate on your responses above.	Open text
Section D: Coherence	D4. To what extent do you agree with the following statements:	Question Matrix
Section D: Coherence	D4.1. The project takes gender equality into account in how its activities are planned and carried out.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable

Section	Question Label	Choices
Section D: Coherence	D4.2. The project respects and supports the participation of youth and ensures their needs and perspectives are included in project activities.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section D: Coherence	D4.3. The project considers the needs and participation of persons with disabilities in its activities.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section D: Coherence	D4.4. The project considers the needs and participation of migrant workers and ensures that they are treated fairly and without discrimination.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section D: Coherence	D4.5. The project respects and supports the participation of indigenous peoples and ensures their needs and perspectives are included in project activities.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section D: Coherence	D4.6. The project activities take environmental and climate issues into account.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section D: Coherence	D4a. Please share practical ideas, if any, to help the project improve in these areas (you may suggest quick changes or longer-term improvements).	Open text
Section E: Effectiveness	E1. To what extent do you agree with the following statement: "Overall, the project is on track to achieve its planned results in the areas I am involved in"	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E2. To your knowledge, how much progress has been made so far in the following areas?	Question Matrix
Section E: Effectiveness	E2.1. Labour rights: Promoting fair and safe working conditions, freedom of association, collective bargaining, and non-discrimination in the coffee sector.	Some Good Significant Don't know
Section E: Effectiveness	E2.2. Education: Helping children stay in or return to school and improving access to quality education.	Some Good Significant Don't know
Section E: Effectiveness	E2.3. Livelihoods / Agriculture / Climate: Supporting farmers to improve productivity, adapt to climate change, and reduce economic pressures that lead to child labour.	Some Good Significant Don't know
Section E: Effectiveness	E2.4. Skills: Providing training and job opportunities for youth and adults to create alternatives to child labour.	Some Good Significant Don't know
Section E: Effectiveness	E2.5. Social / Child protection: Strengthening community and government systems that protect children and support vulnerable families.	Some Good Significant Don't know

Section	Question Label	Choices
Section E: Effectiveness	E2.6. Responsible supply chains: Encouraging companies and cooperatives to apply human rights due diligence and ensure coffee is produced without child labour.	Some Good Significant Don't know
Section E: Effectiveness	E2.7. Access to markets: Helping small farmers and cooperatives reach better, fairer markets and earn higher incomes.	Some Good Significant Don't know
Section E: Effectiveness	E2a. Please elaborate on your responses above.	Open text
Section E: Effectiveness	E3. To what extent do you agree with the following statements:	Question Matrix
Section E: Effectiveness	E3.1. Projects partners share information in a clear and effective way	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E3.2. Project partners effectively refer Child labour cases to each other	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E3.3. My team and I effectively use CLEAR Project monitoring information in our own work to adjust activities.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E3.4. CLEAR Project partners effectively use monitoring information to plan and make decisions together.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E3a. If relevant, please suggest ways to improve information management, monitoring and case referral processes in the CLEAR project	Open text
Section E: Effectiveness	E4. What factors have most helped the project to make progress so far?	Political will Inter-agency coordination Local ownership Adequate budget Staff capacity Data systems working Private-sector engagement / HRDD (Human Rights Due Diligence) Market incentives / prices Community structures Climate-resilient practices Other Don't know / Not applicable
Section E: Effectiveness	E4a. Please explain other.	Open text
Section E: Effectiveness	E4b. For the factors you selected, please provide at least one concrete example of how they helped the project make progress.	Open text

Section	Question Label	Choices
Section E: Effectiveness	E5. To what extent were the following cross-cutting issues tracked through project monitoring and reporting systems during implementation?	Question Matrix
Section E: Effectiveness	E5.1. Gender equality	Fully tracked Partially tracked Not tracked Don't know / Not applicable
Section E: Effectiveness	E5.2. Youth empowerment	Fully tracked Partially tracked Not tracked Don't know / Not applicable
Section E: Effectiveness	E5.3. Inclusion of people with disabilities	Fully tracked Partially tracked Not tracked Don't know / Not applicable
Section E: Effectiveness	E5.4. Inclusion of migrant workers	Fully tracked Partially tracked Not tracked Don't know / Not applicable
Section E: Effectiveness	E5.5. Inclusion of indigenous peoples	Fully tracked Partially tracked Not tracked Don't know / Not applicable
Section E: Effectiveness	E5.6. Climate and environmental issues	Fully tracked Partially tracked Not tracked Don't know / Not applicable
Section E: Effectiveness	E6a. If relevant, please elaborate on any key cross-cutting issues that were not fully tracked.	Open text
Section E: Effectiveness	E6b. If relevant, please specify examples of indicators used to track these issues.	Open text
Section E: Effectiveness	E6. What factors have most slowed down or made it difficult for the project to make progress so far?	Funding gaps Staff turnover Duplication / role ambiguity Reporting burden Policy / legal hurdles Market volatility Social norms Access / geography Data gaps / interoperability Climate shocks Other Don't know / Not applicable
Section E: Effectiveness	E6a. Please explain other.	Open text
Section E: Effectiveness	E6b. For the factors you selected, please explain how they have slowed down or made it difficult for the project to make progress.	Open text
Section E: Effectiveness	E6c. Please share any specific examples of positive or noticeable changes you have seen among the project's main target groups.	Open text
Section E: Effectiveness	E7. To what extent do you agree with the following statements:	Question Matrix

Section	Question Label	Choices
Section E: Effectiveness	E7.1. There are early signs the project is already helping to empower women and girls - for example, by improving their access to decent work, education, or decision-making, and by promoting more equal opportunities between women and men.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E7.2. There are early signs the project is already helping to empower young people - including those aged 14–17 - by improving their access to education, vocational training, and decent work, and by reducing their involvement in hazardous or exploitative labour.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E7.3. There are early signs the project is helping to include vulnerable or marginalised groups - such as migrant workers, indigenous peoples, or persons with disabilities - by improving their participation in community life, access to services, and voice in decision-making.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E7.4. There are early signs the project is leading to better environmental practices and stronger responses to climate change.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E7a. Please elaborate on your responses above.	Open text
Section E: Effectiveness	E8. To what extent do you agree that the project has enough budget to address the following areas?	Question Matrix
Section E: Effectiveness	E8.1. Gender equality	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E8.2. Youth empowerment	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E8.3. Inclusion of people with disabilities	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E8.4. Inclusion of migrant workers	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E8.5. Inclusion of indigenous peoples	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable

Section	Question Label	Choices
Section E: Effectiveness	E8.6. Climate and environmental issues	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E8a. Please elaborate on your responses above.	Open text
Section E: Effectiveness	E9. To what extent do you agree that the project has enough expertise to address the following areas?	Question Matrix
Section E: Effectiveness	E9.1. Gender equality	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E9.2. Youth empowerment	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E9.3. Inclusion of people with disabilities	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E9.4. Inclusion of migrant workers	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E9.5. Inclusion of indigenous peoples	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E9.6. Climate and environmental issues	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section E: Effectiveness	E9a. Please elaborate on your responses above.	Open text
Section F: Efficiency	F1. To what extent do you agree with the following statements:	
Section F: Efficiency	F1.1.The project is managing its financial resources efficiently to achieve its objectives.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable

Section	Question Label	Choices
Section F: Efficiency	F1.2. The project is so far managing its staff and technical expertise efficiently to achieve its objectives.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section F: Efficiency	F2. To what extent do you agree with the following statements:	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section F: Efficiency	F2.1. Working jointly through multiple partners has helped save time and resources compared to working separately.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section F: Efficiency	F2.2. Working jointly with multiple partners has achieved results that would not have been possible if the partners had been working separately.	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section F: Efficiency	F2a. If you agree with the above statements, what unique value has working jointly with multiple partners created?	Open text
Section F: Efficiency	F2b. If you agree with the above statements, why do you think these results mentioned above could not have been achieved by a single organisation?	Open text
Section F: Efficiency	F3. In your opinion, to what extent have the following factors limited the project's efficient use of financial, human, and technical resources?	Question Matrix
Section F: Efficiency	F3.1. Government instability and lack of political commitment to the project.	Some Good Significant Don't know
Section F: Efficiency	F3.2. No national or local coordination structure on child labour in place or existing ones are dormant.	Some Good Significant Don't know
Section F: Efficiency	F3.3. Challenges in coordination of operations between the lead UN partners at global and national levels.	Some Good Significant Don't know
Section F: Efficiency	F3.4. Limited engagement and cooperation of all stakeholders in exposing the root causes and drivers of child labour.	Some Good Significant Don't know
Section F: Efficiency	F3.5. Outbreak of diseases and epidemics.	Some Good Significant Don't know
Section F: Efficiency	F3.6. Insufficient technical capacity of project staff.	Some Good Significant Don't know
Section F: Efficiency	F3.7. Access to existing social and child protection systems is inadequate or unrealistic.	Some Good Significant Don't know
Section F: Efficiency	F3.8. Increased skills for younger workers does not lead to increased employment.	Some Good Significant Don't know

Section	Question Label	Choices
Section F: Efficiency	F3.9. Climate events, such as extreme weather phenomena or natural disasters	Some Good Significant Don't know
Section F: Efficiency	F3a. Please elaborate on your responses above.	Open text
Section F: Efficiency	F4. Please explain if there are any other factors that limited the project's efficient use of financial, human and technical resources?	Open text
Section G: Sustainability	G1. To what extent do you agree with the following statement: "There are early signs that the project is helping local organizations and community groups become stronger and take ownership of the project activities."	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section G: Sustainability	G1a. What is still missing for local organisations and community groups to take more ownership of the project?	Open text
Section G: Sustainability	G1b. Can you share examples of how the project has helped local organisations or community groups take more ownership and manage activities on their own?	Open text
Section G: Sustainability	G2. In your opinion, how likely is it that the progress made through the project will continue after the project ends?	Very unlikely Somewhat unlikely Neutral Somewhat likely Very likely Don't know / Not applicable
Section G: Sustainability	G2a. What factors might make it difficult for the project's progress or benefits to continue after it ends?	Open text
Section G: Sustainability	G2b. What makes you confident that the project's progress or benefits will continue after it ends?	Open text
Section G: Sustainability	G3. Thinking about the future, which factors do you believe are most important to make sure the project's results continue after the project ends?	Political will Budget Institutional capacity Legal/policy framework Community ownership Donor support Private-sector incentives Market access Other Don't know / Not applicable
Section G: Sustainability	G3a. Please explain other.	Open text
Section G: Sustainability	G4. Thinking about the long-term sustainability of the project's results, which factors do you think are currently the biggest weaknesses or risks for keeping results going after the project ends?	Political will Budget Institutional capacity Legal/policy framework Community ownership Donor support Private-sector incentives Market access Other Don't know / Not applicable
Section G: Sustainability	G4a. Please explain other.	Open text
Section G: Sustainability	G5. Have you noticed any unexpected positive effects of the project so far?	Yes No Don't know / Not applicable

Section	Question Label	Choices
Section G: Sustainability	G5a. Please briefly describe the positive effects you have observed.	Open text
Section G: Sustainability	G6. Have you noticed any unexpected negative effects of the project so far?	Yes No Don't know / Not applicable
Section G: Sustainability	G6a. Please briefly describe the negative effects you have observed.	Open text
Section G: Sustainability	G7. To what extent do you agree with the following statement: "The project's collaborative approach - where government, UN agencies, and local partners work together to address child labour and related issues - could be successfully applied in other countries or supply chains."	Strongly disagree Somewhat disagree Neither agree nor disagree / Neutral Somewhat agree Strongly agree Don't know / Not applicable
Section G: Sustainability	G7a. Please describe which parts of the project's collaborative approach could work well in other countries or supply chains.	Open text
Section G: Sustainability	G7b. What challenges or barriers might make it difficult to apply the project's collaborative approach in other countries or supply chains?	Open text
Final Thought	Please share any additional comments or suggestions you may have regarding the CLEAR Supply Chains project	Open text

Annex 5. Key Informant Interview Protocols

(KII) Protocol – Implementing Agencies (ILO, FAO, UNICEF, ITC)

Introduction for the Interviewer:

Thank you for taking the time to speak with us today. This interview is part of the independent Mid-Term Evaluation of the CLEAR Supply Chains project, implemented by ILO together with FAO, UNICEF, and ITC. The purpose is to gather your views and reflections on the project's design, implementation, and progress so far. Your answers will remain confidential and will be used only for evaluation purposes. Participation is voluntary and you may choose to skip any question or stop the interview at any time.

Request permission to record conversation.

Note for the Evaluator

The interview should prioritise themes most relevant to the informant's expertise. Implementing agencies (IA) are best positioned to assess:

- o Coherence: complementarity among agencies and stakeholders
- o Effectiveness: joint progress and benefits of collaboration
- o Efficiency: adequacy and use of resources

Relevance

How relevant is the project to your agency's mandate and strategic priorities? (IA) (EQ1, v)

- How well do the project objectives reflect the comparative advantages of your agency? (EQ1, v)
- How do beneficiaries or community members share feedback with your organization about project activities, and how is that feedback collected, discussed, and used to adjust implementation? (EQ1, ii)

When external or internal changes have affected project implementation (for example changing needs, political shifts, or staffing changes), how effectively do you think the project has adapted its activities or priorities in response? (EQ2, iii)

- Can you give an example of a situation where the project adjusted its plans or methods? (EQ2, iv)

Coherence

How well do you think the different implementing partners (ILO, FAO, UNICEF, ITC) complement each other in their work under the project? (EQ5, ii)

- Have you observed any areas where their roles overlap or efforts are duplicated? (EQ5, ii)
- Where do you see the strongest synergies or complementarities among the implementing agencies? (EQ5, ii)

How well do you think project activities align with national policies and how well do they complement other programmes led by your agency? (EQ3, iii)

- Can you give an example of activities that have created synergies or worked in coordination with other programmes? (EQ3, iv)
- Can you give an example of activities that have overlapped with or duplicated efforts of other programmes? (EQ3, iv)

To what extent do you think the project effectively integrates cross-cutting priorities, such as gender equality, inclusion of vulnerable groups, youth empowerment, and climate resilience, into its activities and partnerships? (EQ4, iii)

- Do you see potential to strengthen how the project addresses cross-cutting issues? If so, how? If not, why? (EQ4, iv)

Effectiveness

How well do you think the agencies have coordinated their contributions to the project amongst each other - at national and subnational level? (EQ7, ii)

- Can you give an example of concrete benefits of coordination? (EQ7, iii)
- Can you give an example of challenges? (EQ7, iii)

How effective are the mechanisms to monitor progress and adapt strategies? (EQ6, ii)

- Can you share an example of adjustments that have been made? (EQ6, ii)

In your view, which parts of the project are working well, and which are not progressing as expected, and why? (EQ8, iii)

- What cross-cutting results have you witnessed including for women, girls, or vulnerable groups? (EQ9, iii)
- What cross-cutting results do you still expect to see? (EQ9, iii)

What factors have enabled or hindered progress? (EQ10, i)

- Factors at national and subnational level? (EQ10, ii)
- Factors at the community level? (EQ10, ii)

Efficiency

How adequate are the resources (financial, human, technical) allocated to your agency for project implementation? (EQ11, i)

- Can you provide an example of operational/resource (in)efficiency? (EQ11, ii)
- To what extent are cross-cutting activities (gender, child protection, inclusion) resourced and integrated? (IA) (EQ12, iii)

From your perspective, what factors have the greatest impact on the time and cost required to implement project activities? (EQ13, ii)

Do you have suggestion to improve the efficiency? (EQ13, iii)

Sustainability & Impact

Can you share one or more examples of results or benefits that you think were achieved specifically because the four agencies (ILO, FAO, UNICEF, ITC) worked together? (EQ15, ii)

- Have there been any unintended effects (positive or negative) from your agency's contribution? (EQ16, ii)

Which elements of this model are most transferable to other projects, contexts or supply chains? (EQ17, ii)

To what extent do you expect the results under your agency's lead to be sustained beyond the project? (EQ14, i)

- What conditions are needed to sustain results? (EQ14, i)

Final Considerations

Do you have any recommendations for improving inter-agency work under CLEAR?

Any other comments?

Many thanks for taking the time to answer our questions.

(KII) Protocol – Government and Public Institutions

Introduction for the Interviewer:

Thank you for taking the time to speak with us today. This interview is part of the independent Mid-Term Evaluation of the CLEAR Supply Chains project, implemented by ILO together with FAO, UNICEF, and ITC. The purpose is to gather your views and reflections on the project's design, implementation, and progress so far. Your answers will remain confidential and will be used only for evaluation purposes. Participation is voluntary and you may choose to skip any question or stop the interview at any time.

Request permission to record conversation.

Note for the Evaluator

The interview should prioritise themes most relevant to the informants' expertise. Government and public institutions are central to assessing:

- o Relevance: alignment with national strategies and priorities
- o Coherence: coordination and synergy with other public initiatives
- o Sustainability/Impact: institutional ownership, capacity building, and policy uptake

Relevance

How relevant is the project for your ministry/agency's?

- How well do the project's objectives align with your mandate and national priorities? (EQ1, v)
- How well does the project align with government-led initiatives on child labour, education, social protection, or agriculture? (EQ3, iii)
- How well does the project respond to the needs of children, families, and communities at risk of child labour? (EQ1, v)

Coherence

Have you been involved in project planning or implementation? If so, how? (EQ3, iii)

Effectiveness

In your view, what results did the project have so far? What results do you still expect? (EQ8, iv)

- Which aspects of the project have been most effective in supporting national policy or programmes? (EQ8, iv)
- What factors have enabled or hindered project effectiveness? (EQ10, i)

Efficiency

From your perspective, does the project entail any efficiency gains for government systems (financial, human resources, data, etc.)? (EQ11, i)

Are cross-cutting areas such as gender, social protection, and child protection adequately resourced? (EQ12, iii)

Sustainability & Impact

How likely are project-supported initiatives to continue after external funding ends? (EQ14, i)

- What conditions (political will, budget, institutional capacity) are most critical to sustain results? (EQ14, i)

Final Considerations

What recommendations do you have for strengthening the relevance and sustainability of CLEAR Supply Chains Project?

Any other comments?

Many thanks for taking the time to answer our questions.

(KII) Protocol – Employers, Workers and Civil Society

Introduction for the Interviewer: Thank you for taking the time to speak with us today. This interview is part of the independent Mid-Term Evaluation of the CLEAR Supply Chains project, implemented by ILO together with FAO, UNICEF, and ITC. The purpose is to gather your views and reflections on the project's design, implementation, and progress so far. Your answers will remain confidential and will be used only for evaluation purposes. Participation is voluntary and you may choose to skip any question or stop the interview at any time.

Request permission to record conversation.

Note for the Evaluator

The interview should prioritise themes most relevant to the stakeholder's expertise. Employers, workers, and civil society actors provide important insights into:

- o Relevance: community and constituency needs addressed by the project
- o Effectiveness: tangible results, changes in behaviour, or service delivery
- o Sustainability/Impact: ownership and continuation of results beyond project support

Relevance

How relevant are the project's objectives to the priorities of your organisation and its members? (EQ1, v)

- To what extent are the needs of vulnerable groups (women, youth, indigenous peoples, migrants) addressed? (EQ1, v)

Coherence

How well does the project align with the work of your organisation and other actors in the community or sector? (EQ3, iii)

Have you been involved in project planning or implementation? If so, how? (EQ3, iii)

Effectiveness

Have you observed any tangible changes in your community, sector, or constituency as a result of the project? (EQ8, iv)

- What factors have enabled progress under CLEAR in your community, sector, or constituency, and what barriers still remain? (EQ10, i)

Efficiency

Do you think resources (time, funding, knowledge) have been used effectively?

Sustainability & Impact

How likely are project-supported initiatives to continue after external funding ends? (EQ14, i)

Have you observed any unintended positive or negative effects? (EQ16, ii)

Final Considerations

Do you have any recommendations to strengthen the project in the coming years, both to improve results locally and to support replication or scale-up in other contexts?

Any other comments?

Many thanks for taking the time to answer our questions.

(KII) Protocol – Private Sector Actors

Introduction for the Interviewer: Thank you for taking the time to speak with us today. This interview is part of the independent Mid-Term Evaluation of the CLEAR Supply Chains project, implemented by ILO together with FAO, UNICEF, and ITC. The purpose is to gather your views and reflections on the project's design, implementation, and progress so far. Your answers will remain confidential and will be used only for evaluation purposes. Participation is voluntary and you may choose to skip any question or stop the interview at any time.

Request permission to record conversation.

Note for the Evaluator

The interview should prioritise themes most relevant to the stakeholder's expertise. Private sector actors can best inform on:

- o Relevance & Coherence: alignment with business practices, regulations, and market standards
- o Effectiveness: observed improvements in responsible supply chains and due diligence
- o Sustainability: continuity of corporate practices and partnerships

Relevance

How relevant is the CLEAR project to your company/association's priorities and operations? (EQ1, v)

- How well do the project's objectives align with market demands, due diligence requirements, and sustainability standards? (EQ1, v)

Coherence

How effective has the project been in engaging the private sector in dialogues and partnerships? (EQ3, iii)

Effectiveness

What results have you observed in your supply chain or sector so far (for women, youth, or other vulnerable groups)? (EQ8, iv)

- Has the project strengthened your capacity to implement child labour due diligence, including gender and inclusion dimensions? (EQ8, iv)
- What factors have enabled private sector engagement, and what barriers remain? (EQ8, iv)

Efficiency

How efficient has the project been in leveraging resources, knowledge, and partnerships with the private sector? (EQ11, i)

Sustainability & Impact

To what extent do you expect changes supported by the project to be sustained in your supply chain or sector? (EQ14, i)

- What market, policy, or institutional conditions are needed for sustainability? (EQ14, i)
- Have you observed unintended consequences (positive or negative) linked to CLEAR? (EQ16, ii)

Final Considerations

Do you have any recommendations for strengthening the relevance of the project?

Any other comments?

Many thanks for taking the time to answer our questions.

Light Field Key Informant Interview (KII) Protocol – CLEAR Supply Chains (Uganda & Honduras)

Introduction for the Interviewer: Thank you for speaking with us today. This conversation is part of the Mid-Term Evaluation of the CLEAR Supply Chains project. We want to hear your experiences and views about the project in your community/area. Your answers will remain confidential and will be used only for evaluation purposes. Participation is voluntary and you may skip any question or stop at any time.

Request permission to record conversation.

Note for the Evaluator

The interview should prioritise themes most relevant to the stakeholder's expertise. Field key informants are crucial for understanding:

- Effectiveness: visible progress in activities and outcomes for communities
- Impact: observed changes for children, families, and local systems
- Sustainability: whether benefits are likely to last beyond project support

Relevance

How important are the project's activities for your community or organisation? (EQ1, v)

- Do the activities respond to the main needs of children, families, and farmers here? (EQ1, v)
- Have they also addressed the needs of vulnerable groups (women, indigenous, other)? (EQ1, v)

Capture (from the answer provided) which activities are seen as responding to which needs.

Coherence

How well do different projects, organizations or local initiatives work together? (EQ3, iii)

- Have you seen the different agencies (ILO, FAO, UNICEF, ITC) working in a coordinated way? (EQ3, iii)

Effectiveness

Did you observe any changes for households in your community since the project started?"

If no, do you expect to observe any changes for households in one year, when the project activities will be completed? If yes, what changes?

If yes, what changes have you observed in your community since the project started? (EQ8, v)

- Which activities have been most useful so far, and for whom? (EQ8, v)
- Which groups in your community (children, youth, women, indigenous peoples, farmers, others) have benefited most so far? (EQ8, v)
- What factors have helped progress in implementation of project activities? what challenges or difficulties have limited it? (EQ10, i)

Efficiency

Do you think the project is making good use of its time and resources? (EQ11, i)

Sustainability & Impact

Do you think the positive changes that the programme generates will continue after the project ends? Why or why not? (EQ14, i)

- Have you seen any unexpected consequences (good or bad) from the project? (F) (EQ16, ii)

Final Recommendations

What could the project do better to support your community in the future?

Focus Group Discussion protocols

This Focus Group Discussion (FGD) guide is designed for use with community stakeholders as part of the Mid-Term Evaluation of the CLEAR Supply Chains project. It provides a step-by-step structure for facilitators to lead discussions, capture group perspectives, and use participatory exercises.

FGD Session Structure

Estimated Duration: 1.5–2 hours

Group Size: 6–10 participants (balanced by gender and age)

Method: Semi-structured discussion with participatory exercises

Evaluator Role: Guide discussion, encourage equal participation, take notes

Section 1: Warm-up and Introduction

Greet participants and thank them for coming.

Introduce yourself and your role in the Mid-Term Evaluation of the CLEAR Supply Chains project, that works to address child labour in the coffee supply chain, improving livelihoods, education, protection and business practices in coffee-growing areas.

Purpose of the discussion

The evaluation aims to understand how activities are progressing, what results are emerging, and how the project could be strengthened.

Participants' views will help the evaluation team identify what is working well and what could be improved.

Confidentiality and consent

Participation is voluntary; participants may decline to answer any question or leave at any time.

All information shared will remain anonymous and confidential; names will not appear in any report.

Ask for permission to record the discussion for accuracy.

Questions and clarifications

Invite participants to ask any questions about the project or evaluation before starting.

Introductions

Ask each participant to share their first name, role in the community, and how they have been involved in project activities.

Tone and duration

Emphasise that there are no right or wrong answers, all perspectives are valuable.

The discussion will last about one hour and a half, make sure it does not take more.

Section 2: Relevance

- How important are the project's activities for your community?
- Do the activities respond to the main needs of children, families, and farmers here? Have they also addressed the needs of vulnerable groups (which ones)? Have you observed any changes or improvements in the types of activities families and farmers are exposed to since the project started?

Instruction: capture (from the answer provided) which activities are seen as responding to which needs

Section 3: Coherence

- How well do different project organizations or local initiatives work together in this area?
- Have you seen the different agencies (ILO, FAO, UNICEF, ITC) working in a coordinated way?

Section 4: Effectiveness

- What changes have you observed in your community since the project started (for children, families, or farmers)?

Instruction: Probe as relevant according to the group interviewed. In case the group is expected to be able to speak about vulnerable people and their households suggest to start with "Did you observe any changes for households in your community since the project started?" If yes, what changes have you observed, If no, do you expect to observe any changes for households in one year, when the project activities will be completed? If yes, what changes?

Then, ask the same for children and adolescents

- Which activities have been most useful so far, and for whom?

Instructions for the evaluator, suggested probes: who were the main target beneficiaries for the activity, what did the activity exactly entail, why was it useful?

- What factors have helped progress in implementation of project activities, and what challenges or difficulties have limited it?

Section 5: Efficiency

- Do you think the project is making good use of its time, money, staff and knowledge resources? Please explain.

Section 6: Sustainability & Impact

- Do you think the positive changes that the programme will generate will continue after the project ends? Why or why not?
- Which groups in your community (children, youth, women, indigenous peoples, farmers, others) have benefited most so far? Do you feel these groups had enough support and resources?
- Have you seen any unexpected consequences (good or bad) from the project?
- What could the project do better to support your community in the future? Could these improvements be useful for other communities or areas too?

Section 7: Participatory Exercise

Choose one or two participatory exercises (e.g. Ranking with stones, Group Mapping).

Document key findings and group consensus.

Section 8: Closing

Summarise the key points shared.

Thank participants and close the discussion.

Field Debrief Workshop Outline

This annex presents the draft outline of the half-day national stakeholder workshop to be conducted following the fieldwork phase of the Mid-Term Evaluation of the CLEAR Supply Chains project in Honduras (Tegucigalpa) and Uganda (Kampala).

The workshop is designed to present preliminary findings, discuss them with national stakeholders, and collect additional evidence and perspectives to strengthen the evaluation.

Workshop Agenda (Half-Day)

Session	Estimated Time	Content
Opening & Objectives	20 min	Welcome by national evaluator, introduction to objectives and agenda.
Presentation of Preliminary Findings	40 min	Evaluator presents key findings, followed by clarifying questions.
Plenary Feedback session	1h 15 min	Groups present back. Facilitator clusters points under DAC Criteria. Participatory ranking exercise: participants place 3 coloured dots on findings they see as most critical.
Closing & Next Steps	30 min	Evaluator summarises consensus points, contested findings, and new evidence. Closing remarks by evaluator and national counterparts.

Annex 6. Field Mission Schedules

Rows highlighted in amber indicate planned consultations that could not take place.

Uganda: Kalungu District and Masaka District

24-29 November 2025 (6 days) | National consultant: Grace Banyar

25 persons consulted (KIIs, FGDs, and site observations)

Organisation / Stakeholder Group	Method	Notes
Day 1 (Mon 24 Nov 2025) - Kalungu District Headquarters		
<i>Office of the Chief Administrative Officer</i>	<i>KII (planned)</i>	<i>CAO unavailable; DCAO participated as alternate</i>
District Probation and Social Welfare Department	KII	CLEAR Project Focal Point
District Community Development Department	KII	
District Education Department	KII	
<i>Child Fund</i>	<i>KII (planned)</i>	<i>Declined; no clearance from manager</i>
Day 2 (Tue 25 Nov 2025) - Kalungu District HQ, Lwabenge Subcounty		
Kalungu District Farmer's Association (FAO partner)	KII	At Kalungu District HQ
Para-social workers from Kyamulibwa and Lwabenge	FGD	6 from each subcounty
Lwabenge Subcounty Child Wellbeing Committee	FGD	
Lwabenge Cooperative Union	Meeting / Observation	
Day 3 (Wed 26 Nov 2025) - Kalungu District HQ, Lwabenge, Kyamulibwa		
District Child Wellbeing Committee	FGD	At Kalungu District HQ
Teachers from two schools in Lwabenge	FGD	6 teachers
Lwabenge Subcounty Administration (CDO)	KII	At Lwabenge S/C HQ
Kyamulibwa Cooperative Union	Meeting / Observation	
Day 4 (Thu 27 Nov 2025) - Kyamulibwa Subcounty		
Kyamulibwa Subcounty Child Wellbeing Committee	FGD	
Teachers from two schools in Kyamulibwa	FGD	5 teachers
Day 5 (Fri 28 Nov 2025) - Masaka District (Zebra Hotel)		
Masaka District Local Government (District Labour Officer)	KII	Name to be confirmed

Organisation / Stakeholder Group	Method	Notes
Masaka Cooperative Union / Twenunula Farmer's Association	Online KII	
District Production Department	Meeting	
Day 6 (Sat 29 Nov 2025) - Masaka District		
Wrap-up and close-out activities	--	No interviews

Honduras: Gracias (Lempira), Lepaera (Lempira), San Juan (Intibuca)

17-22 November 2025 (6 days) | National consultant: Diana Rubio

29 persons consulted (KIIs and FGDs)

Organisation / Stakeholder Group	Method	Notes
Day 1 (Mon 17 Nov 2025) - Gracias, Lempira		
Mancomunidad de Municipios Lencas del Centro de Lempira (COLOSUCA) (General Projects Administrator)	KII	Implementing partner
COLOSUCA Community Psychologists (4: Gracias, Lepaera, San Juan/Jesus de Otoro)	FGD	At COLOSUCA offices
Centro de Educacion Basico "Teresa Madrid"	KII	School director; interview at Cafe Jireh, Gracias
Day 2 (Tue 18 Nov 2025) - Gracias, Lempira and San Juan, Intibuca		
<i>Municipal Office for Children and Adolescents, Gracias (Oscar Orlando Diaz)</i>	<i>KII (planned)</i>	<i>Coordinator away on work travel</i>
Consejo Municipal de Garantia de Derechos de la Ninez, Gracias (7 members: Health Region, UTECI/SS/PN, CONADEH, CCT, Servicio Nacional de la Familia (SENAF))	FGD	At COLOSUCA offices
<i>CPCTI Camalote-Campuca, Gracias</i>	<i>FGD (planned)</i>	<i>Members cancelled; preparing for another event</i>
Cooperatives and supply chain, San Juan (Bella Vista, AHPROCAFE, IHCAFE, COCCAL/Joya de Occidente)	FGD	4 participants; full attendance
Vice-Mayor / Consejo Municipal de Garantia de Derechos, San Juan	KII	Ana Salazar
Municipal Office for Children and Adolescents, San Juan	KII	Riccy Sanchez
Day 3 (Wed 19 Nov 2025) - Gracias, Lempira		
Cooperatives and supply chain, Gracias (COCABEL, IHCAFE)	FGD	2 of 4 convocados attended; SOGIMEX and APROCAHFE absent
<i>Municipality of Gracias (Mayor / Deputy Mayor)</i>	<i>KII (planned)</i>	<i>Pre-election campaign</i>

Organisation / Stakeholder Group	Method	Notes
Day 4 (Thu 20 Nov 2025) - Lepaera, Lempira		
<i>Vice-Mayor of Lepaera (Sofia Guardado)</i>	<i>KII (planned)</i>	<i>Pre-election campaign</i>
<i>Municipal Office for Children and Adolescents, Lepaera (Karla Erazo)</i>	<i>KII (planned)</i>	<i>Coordinator attending other child rights activity</i>
Centro de Educacion Basica "14 de julio"	KII	Coordinator, Third Cycle
Cooperativa Flor del Cafe	KII	Converted from FGD; other invitees did not attend despite confirming
Day 5 (Fri 21 Nov 2025) - San Juan, Intibuca (community of El Pelon)		
Comite de Prevencion Contra el Trabajo Infantil / CPCTI (5 members)	FGD	Community of El Pelon
Day 6 (Sat 22 Nov 2025) - Phone follow-up		
Espacios Amigables y Seguros (EAS) volunteer	KII (phone)	Lady Perez; interviewed at cafe in San Juan by phone
Stakeholder Groups Not Reached (cross-cutting)		
<i>Municipal mayors (all 3 municipalities)</i>	<i>KII (planned)</i>	<i>Pre-election campaign activities</i>
<i>Municipal education directors (all 3 municipalities)</i>	<i>KII (planned)</i>	<i>Early school closure; schools used as polling stations</i>
<i>Beneficiary parents</i>	<i>FGD (planned)</i>	<i>Coffee harvest season</i>

Annex 7. List of People Consulted for the Evaluation Report

Respondents to Online Key Informant Interviews (KIIs)

Interview period: 3-15 December 2025

Total persons interviewed online: **45**

Conducted by: Laura de Franchis, Diana Rubio (Honduras)

Note: This table covers online KIIs only. Field-level interviews conducted in Uganda and Honduras are documented separately.

No.	Name	Role / Title	Organisation	Date
A. Global and Headquarters Level				
<i>International Labour Organization (ILO) - Lead Agency</i>				
1	Wouter Cools	Global Project Manager	ILO, Geneva	8 Dec 2025
2	Silvia Possenti	Technical Officer (Global)	ILO, Geneva	12 Dec 2025
3	Katherine Torres	CLP / Global Component	ILO, Geneva	12 Dec 2025
<i>Food and Agriculture Organization (FAO)</i>				
4	Adriano Bolchini	Child Labour in Agriculture Specialist (HQ)	FAO, Rome	8 Dec 2025
5	Mariaeleonora D'Andrea	Programme Officer (HQ)	FAO, Rome	8 Dec 2025
6	Leo Keller	Project Management Expert (Global)	FAO, Rome	8 Dec 2025
<i>International Trade Centre (ITC)</i>				
7	Benjamin Morrison	ITC Global / HQ	ITC, Geneva	3 Dec 2025
<i>UNICEF</i>				
8	Valeria Groppo	Social Policy Specialist	UNICEF Office of Strategy and Evidence – Innocenti, Florence	12 Dec 2025
9	Max M. Nino Zarazua	Technical Advisor, Monitoring and Evaluation	UNICEF Office Office of Strategy and Evidence – Innocenti, Florence	12 Dec 2025
<i>European Union (Donor) - Brussels</i>				
10	Jean-Paul Heerschap	Policy Officer, DG INTPA	European Commission, Brussels	11 Dec 2025
<i>Private Sector - Child Labour Platform</i>				
11	Marta Garofalo	Nestlé (Nescafe Plan) / Coffee Coalition	Nestlé, Vevey (Switzerland)	11 Dec 2025

No.	Name	Role / Title	Organisation	Date
B. Uganda				
<i>Implementing Agencies - Uganda</i>				
12	Akansiima Benedict	National Project Coordinator	ILO, Uganda	8 Dec 2025
13	Paul Emuria	National Project Coordinator	FAO, Uganda	8 Dec 2025
14	Brenda Akankunda	National Coordinator	ITC, Uganda	3 Dec 2025
<i>Government</i>				
15	Martha Irankunda	Acting Head, Child Labour / Forced Labour / Modern Slavery and Trafficking Unit	Ministry of Gender, Labour and Social Development	12 Dec 2025
16	Karungi Maurine	Senior Labour Officer, Child Labour Unit	Ministry of Gender, Labour and Social Development	12 Dec 2025
<i>Donor</i>				
17	Thomas Kamusiime (Tom)	Programme Officer, EU Delegation	European Union, Uganda	12 Dec 2025
<i>Private Sector</i>				
18	Mafabi Samuel	Project Manager, Child Protection and Human Rights	Kyagalanyi Coffee Ltd (Volcafe Group)	5 Dec 2025
<i>Civil Society Organizations</i>				
19	Roy Tjan	Representative, Coffee Coalition for Children's Rights	Terre des Hommes (TDH)	8 Dec 2025
20	Flaviah Koyesiga Birungi	Programme Officer	Solidaridad	10 Dec 2025
<i>Trade Unions</i>				
21	Kutyabwana Juliet	General Secretary	National Union of Cooperatives, Commercial Agriculture and Allied Workers (NUCCA AWU)	9 Dec 2025
22	Grace Loyo	Chairperson, Women National Committee	Central Organisation of Free Trade Unions (COFTU)	9 Dec 2025
23	Nelson Wafana	Treasurer General	Central Organisation of Free Trade Unions (COFTU)	9 Dec 2025
C. Honduras				
<i>Implementing Agencies - Honduras</i>				
24	Karla Matamoros	National Project Coordinator	ILO, Honduras	8 Dec 2025

No.	Name	Role / Title	Organisation	Date
25	German Flores Perez	Monitoring and Evaluation Officer	ILO, Honduras	15 Dec 2025
26	Sara Marina Martinez Espinal	National Project Coordinator	FAO, Honduras	8 Dec 2025
27	Maria de Lourdes Lopez Rojas	National Coordinator	ITC, Honduras	3 Dec 2025
28	Leonardo Mier	Child Protection Chief	UNICEF, Honduras	5 Dec 2025
29	Hernan Torres	Education Officer	UNICEF, Honduras	5 Dec 2025
30	Francisco Urbina	Child Protection Officer	UNICEF, Honduras	5 Dec 2025
Government				
31	Jimmy Eduardo Bermudez	Ministerial Advisor, Cooperation Projects	SETRASS	5 Dec 2025
Donor				
32	Melba Hernandez	Cooperation Advisor, EU Delegation	European Union, Honduras	9 Dec 2025
Private Sector				
33	Lourdes Cardona	Human Rights and Business Officer	COHEP (Honduran Council of Private Enterprise)	9 Dec 2025
34	Alejandra Banegas	Legal Advisory Board	COHEP	9 Dec 2025
35	Yeni Antunez	Economic Policy Officer	COHEP	9 Dec 2025
36	Italo Sosa	Sustainability Manager and Certifications	Olam Food Ingredients (OFI)	3 Dec 2025
37	Ivis Sanchez	Field Coordinator	Louis Dreyfus Company (LDC)	3 Dec 2025
38	Leswin Dominguez	Sustainability Coordinator	Louis Dreyfus Company (LDC)	3 Dec 2025
Supply Chain Institutions				
39	Nestor Meneses	Manager, Technical Management	IHCAFE	3 Dec 2025
40	Mario Ordonez	Technical Advisor	Escuela Superior del Cafe (ESCAFE / IHCAFE)	12 Dec 2025
Civil Society and Research Institutes				
41	Michela Accerenzì	Researcher and Project Coordinator, Central America	Fundacion ETEA	9 Dec 2025
42	Patricia Restrepo	Coordinator, Puentes Educativos	Fundacion Click Clack	12 Dec 2025
Worker Confederations				

No.	Name	Role / Title	Organisation	Date
43	Zenia Diaz	Delegate	Unitary Confederation of Workers of Honduras (CUTH)	5 Dec 2025
44	Roberto Sevilla	Technical Representative	Confederation of Workers of Honduras (CTH)	5 Dec 2025
D. Viet Nam				
<i>Implementing Agency</i>				
45	Linh Nguyen	ILO Viet Nam / Vision Zero Fund	ILO, Hanoi	12 Dec 2025

Persons Consulted During Fieldwork - Uganda

Field data collection: 24-29 November 2025

District: Kalungu (Subcounties: Lwabenge and Kyamulibwa), Masaka

Total persons consulted: **25**

National consultant: Grace Banyar

No.	Location	Stakeholder Type	Organisation	Position / Role	Name
Kalungu District - District Level Officials					
1	Kalungu District HQ	District Government	Office of the Chief Administrative Officer	Deputy Chief Administrative Officer (DCAO); Alternate Chair, Child Wellbeing Committee	Obed Mugyizi
2	Kalungu District HQ	District Government	Probation and Social Welfare Department	District Probation and Welfare Officer (DPWO); CLEAR Project Focal Point	Brian Kasumba
3	Kalungu District HQ	District Government	Community Development Department	District Community Development Officer (DCDO); Head of Child Protection	Rita Rusena
4	Kalungu District HQ	District Government	Education Department	District Education Officer (DEO)	Grace Slyvia Nakanwagi
5	Kalungu District HQ	FAO Implementing Partner	Kalungu District Farmer's Association	Chief Executive Officer (CEO)	Moses Kayima
6	Kalungu District HQ	District Government	Production Department	District Production Officer	Paul Kiyemba
Lwabenge Subcounty - Subcounty Officials, Para-social Workers, and Teachers					
7	Lwabenge S/C	Subcounty Government	Lwabenge Subcounty Administration	Community Development Officer (CDO); CWC member	Sserubambula Abdallah
8	Lwabenge S/C	Community / Para-social Worker	UNICEF-trained Para-social Worker	Para-social Worker; Trainer, CWC member	Byarugaba Edward

No.	Location	Stakeholder Type	Organisation	Position / Role	Name
9	Lwabenge S/C	Community / Para-social Worker	UNICEF-trained Para-social Worker	Para-social Worker; Trainer, CWC member	Ssebowwa Moses
10	Lwabenge S/C	Community / Para-social Worker	UNICEF-trained Para-social Worker	Para-social Worker; Trainer, CWC member	Lubega Sylvester
11	Lwabenge S/C	Community / Para-social Worker	UNICEF-trained Para-social Worker	Para-social Worker; Trainer, CWC member	Nasseka Reginah
12	Lwabenge S/C	Community / Para-social Worker	UNICEF-trained Para-social Worker	Para-social Worker; Trainer, CWC member	Nansubuga Gertrude
13	Lwabenge S/C	Beneficiary / Education	Balikundembe Secondary School	Head Teacher; UNICEF beneficiary, CWC member	Mutaganywa Charles
14	Lwabenge S/C	Beneficiary / Education	Balikundembe Secondary School	Senior Man/Teacher; Patron teacher, CWC member	Kabanda Paul
15	Lwabenge S/C	Beneficiary / Education	Bwesa COPE Primary School	Senior Woman Teacher; Patron teacher, CWC member	Mary Jacent Nanfuka
16	Lwabenge S/C	Beneficiary / Education	Bwesa COPE Primary School	Patron Teacher; UNICEF beneficiary, CWC member	Namatovu Berna
17	Lwabenge S/C	Beneficiary / Education	Bwesa Primary School	Head Teacher; UNICEF beneficiary, CWC member	Kiyimba Achilles
Kyamulibwa Subcounty - Subcounty Officials, Para-social Workers, Cooperatives, and Teachers					
18	Kyamulibwa S/C	Subcounty Government	Kyamulibwa Subcounty Administration	Community Development Officer (CDO); CWC member	Makumbi Abubaker
19	Kyamulibwa S/C	Community / Para-social Worker	Local Council I, Kyamulibwa	Counsellor LCI; UNICEF Trainer, CWC member	Yasin Jjuko
20	Kyamulibwa S/C	Community / Para-social Worker	UNICEF-trained Para-social Worker	Para-social Worker; Trainer, CWC member	Nambalirwa Resty
21	Kyamulibwa S/C	Community / Para-social Worker	UNICEF-trained Para-social Worker (Nabwato village)	Para-social Worker; Trainer, CWC member	Nakku Brenda
22	Kyamulibwa S/C	Beneficiary / Education	Kiwaawo Primary School	Senior Man and Teacher; UNICEF trained, CWC member	Luswa Hamidu
23	Kyamulibwa S/C	Private Sector / Cooperative	Nganda Nyingyi Coffee Growers Cooperative	Treasurer and Procurement Officer; Project Beneficiary	Nanyonjo Rashidah
24	Kyamulibwa S/C	Private Sector / Cooperative	Twenunula Farmer's Association Ltd	Manager; Project Beneficiary	Maganda Samuel
Masaka District (Day 5: 28 Nov 2025)					
25	Masaka	District Government	Masaka District Local Government	District Labour Officer	[Name to be confirmed]

Persons Consulted During Fieldwork - Honduras

Field data collection: 17-22 November 2025

Municipalities visited: Gracias (Lempira), Lepaera (Lempira), San Juan (Intibuca)

Total persons consulted: **29**

National consultant: Diana Rubio

No.	Municipality	Stakeholder Type	Organisation	Position / Role	Name
Gracias, Lempira					
1	Gracias	Implementing Partner	COLOSUCA	Coordinator, Community Psychologists	Sara Ester Rivera
2	Gracias	Implementing Partner	COLOSUCA	Community Psychologist, Gracias	Blanca Caballero
3	Gracias	Implementing Partner	COLOSUCA	Community Psychologist, Lepaera	Ada Claribel Portillo
4	Gracias	Implementing Partner	COLOSUCA	Community Psychologist, San Juan / Jesus de Otoro	Linda Rosibel Granados
5	Gracias	Implementing Partner	COLOSUCA	General Projects Administrator	Karla Mejia
6	Gracias	Beneficiary / Education	Centro de Educacion Basico "Teresa Madrid"	Director	Jesus Perdomo Bustillo
7	Gracias	Private Sector / Cooperative	COCABEL	Gender Officer	Elizabeth Ponce
8	Gracias	Private Sector / Supply Chain	IHCAFE	Regional Technical Officer	Marlon Mejia
9	Gracias	Institutional / Municipal	Health Region	Representative	Xiomara Yaneth Velasquez
10	Gracias	Institutional / Municipal	UTECI / SS / PN	Representative	Junibeth Pinto
11	Gracias	Institutional / Municipal	CONADEH	Representative	Carlos Olvin Hernandez
12	Gracias	Institutional / Municipal	CCT	Representative	Rosa Liria Torres
13	Gracias	Institutional / Municipal	CCT	Representative	Edelva Elizabeth Castaneda
14	Gracias	Institutional / Municipal	CONADEH	Representative	Elmer Adonay Reyes
15	Gracias	Institutional / Municipal	SENAF	Representative	Tania Marisol Bonilla
Lepaera, Lempira					
16	Lepaera	Private Sector / Cooperative	Cooperativa Flor del Cafe	Regional Technical Officer	German Marquez
17	Lepaera	Beneficiary / Education	Centro de Educacion Basica "14 de julio"	Coordinator, Third Cycle	Marcos Alberto Tejada

No.	Municipality	Stakeholder Type	Organisation	Position / Role	Name
San Juan, Intibuca					
18	San Juan	Civil Society / Community	CPCTI (Comite de Prevencion Contra el Trabajo Infantil)	President	Ana Perez
19	San Juan	Civil Society / Community	CPCTI	Vice-President	Raquel Benitez
20	San Juan	Civil Society / Community	CPCTI	Vocal 1	Maria Felipa Gomez
21	San Juan	Civil Society / Community	CPCTI	Fiscal (Auditor)	Ingrid Carolina Aguilar
22	San Juan	Civil Society / Community	CPCTI	Vocal de apoyo (Support)	Mayra Elizabeth Membreno
23	San Juan	Private Sector / Cooperative	EACP Bella Vista	Quality Control and Certification Officer	Josue David Juarez
24	San Juan	Private Sector / Cooperative	AHPROCAFE	Manager	Elder Leonidas Argueta
25	San Juan	Private Sector / Supply Chain	IHCAFE	Regional Technical Officer	Erik Ramon Amaya
26	San Juan	Private Sector / Cooperative	COCCAL / Joya de Occidente	Representative	Genevieve Maldonado
27	San Juan	Local Government	Oficina Municipal de la Ninez y Juventud	Coordinator	Riccy Sanchez
28	San Juan	Local Government	Consejo Municipal de Garantias de la Ninez	Coordinator (Vice-Mayor)	Ana Salazar
29	San Juan	Civil Society / Community	Espacios Amigables y Seguros (EAS)	Volunteer	Lady Perez

Annex 8. Documents Consulted

Project Design and Programming

- Development cooperation project document: Ending child labour in supply chains: Addressing the root causes of child labour in supply chains through an area-based approach. ILO; FAO; UNICEF; ITC. 2023.
- Documento de proyecto de cooperacion al desarrollo: Poner fin al trabajo infantil en las cadenas de suministro (Spanish version). ILO; FAO; UNICEF; ITC. 2023.
- Honduras Hoja de Ruta Aprobada. ILO; FAO; UNICEF; ITC.
- Honduras PAAP. ILO; FAO; UNICEF; ITC.
- Honduras Plan Anual de Trabajo (July 2025 to 2026, revised). ILO; FAO; UNICEF; ITC.
- Honduras Plan Anual de Trabajo OIT (version 15 November 2024). ILO.
- Honduras Plan de Trabajo Interagencial 2024. ILO; FAO; UNICEF; ITC.
- Honduras Theory of Change narrative (v5) and diagram. ILO; FAO; UNICEF; ITC.
- Integrated project workplan 2024: CLEAR Supply Chains project. ILO; FAO; UNICEF; ITC. 2024.
- ITC Uganda Workplan 2025. ITC.
- Joint workplan 2025: CLEAR Supply Chains project. ILO; FAO; UNICEF; ITC. 2025.
- Overall project Theory of Change and narrative. ILO; FAO; UNICEF; ITC.
- Uganda Theory of Change narrative (v9). ILO; FAO; UNICEF; ITC.

Financial and Administrative Documents

- Amendment Nol: MoU Addendum. ILO.
- Amendment Nol to MoU: ILO-UN Participating Agencies. ILO.
- Contribution Agreement Budget Annex III (Final): UNICEF, FAO, and ITC. European Commission; ILO.
- Contribution Agreement Budget Annex III, Addendum No. 2. European Commission; ILO.
- Final DOA (27 January 2022). ILO.
- General conditions contribution agreement. European Commission; ILO.
- Honduras BRRF financial report (1 August 2025, 3rd disbursement). ILO.
- Honduras budget revision proposal. ILO.
- Special conditions: Ending child labour in supply chains. European Commission; ILO.

Progress Reports

- FAO progress update 2025. FAO.
- Narrative progress report: 1 May 2023 to 31 December 2023 (including INTPA response and written comments). ILO. 2024.
- Narrative progress report: 1 January 2024 to 31 December 2024 (final). ILO. 2025.

Monitoring and Evaluation

- Honduras M&E template (16 September, actual). ILO; FAO; UNICEF; ITC.
- Honduras M&E workshop memory (18 July 2024). ILO; FAO; UNICEF; ITC.

- List of stakeholders ILO-CLEAR Project. ILO.
- Logframe Annex Ib: UNICEF, FAO, and ITC results framework. ILO; FAO; UNICEF; ITC.
- Mid-term evaluation terms of reference: CLEAR Supply Chains. ILO.

Project Governance Records

- CONETI session records (Actas): Sessions I to III (November 2024 to May 2025). CONETI, Honduras.
- Consejo Tecnico agendas, minutes, and participant lists (multiple sessions 2024 to 2025). ILO; FAO; UNICEF; ITC.
- Honduras interagency meeting minutes (Ayuda Memoria Reunion Interagencial): multiple sessions 2024 to 2025. ILO; FAO; UNICEF; ITC.
- Minutes of EC Project Inception Phase Meeting No. 1. ILO; European Commission.
- Minutes of Global Project Steering Committee meeting. ILO; FAO; UNICEF; ITC.
- Minutes of global and country interagency meetings (3rd through 10th meetings). ILO; FAO; UNICEF; ITC.

Field Mission Reports

- Honduras field mission reports (Informes de Mision): multiple missions 2024 to 2025 covering target municipalities in Lempira, Intibuca, Copan, and other departments. ILO; FAO; UNICEF.
- ITC Country Reports
- ITC CLEAR Honduras: COCAOL participation report, cohort report, due diligence workshop agenda, presentation, strategic partners report, and summary report. ITC.
- ITC CLEAR Uganda: capacity building plan, cohort report, due diligence readiness assessment invitation, Ndugu Farmers' report, stakeholder mapping, summary report, trip report (World of Coffee), and UCFA AFCA 2025 participation report. ITC.
- ITC DRC CLEAR: draft summary report, stakeholder mapping cobalt, and stakeholder mapping shortlist. ITC.
- ITC stakeholder mapping Viet Nam coffee. ITC.

Viet Nam Country Documents

- Viet Nam TMT Training Reports: CLDD and OSH (July 2025). ILO.
- Viet Nam signed lists of participants: Lam Dong and BMT. ILO.

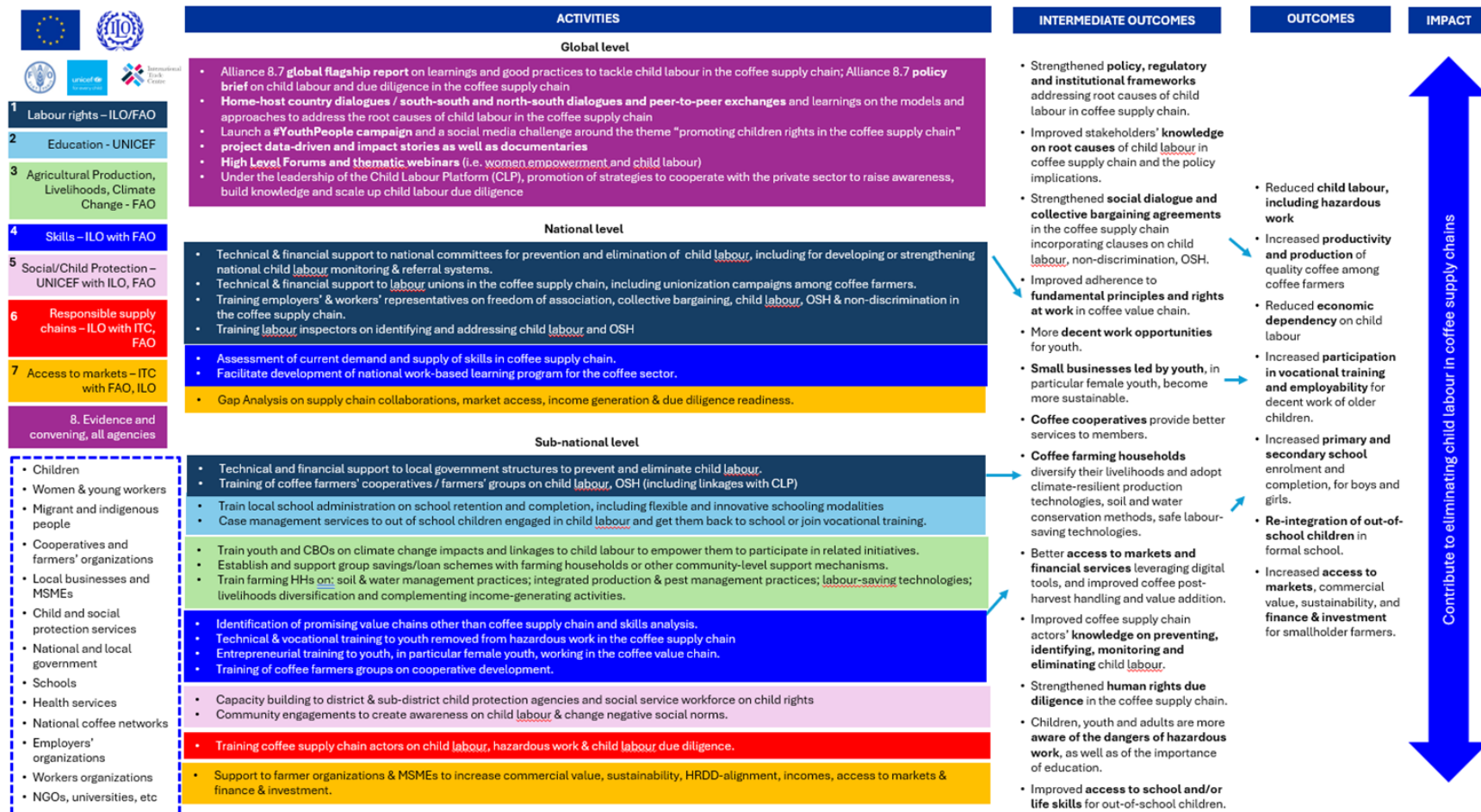
Research and Studies

- Child labour: Global estimates 2020, trends and the road forward. ILO; UNICEF. 2021.
- Child Labour: Global Estimates 2024, Trends and the Road Forward. ILO; UNICEF. 2025.
- Child labour in global supply chains. ILO.
- Coffee value chain analysis. FAO.
- Encuesta Nacional de Trabajo Infantil en Honduras (ENTIH): Volumes I and III, general results report, and results presentations. Government of Honduras.
- Mapeo cadena de valor del cafe en Honduras. ILO; FAO.

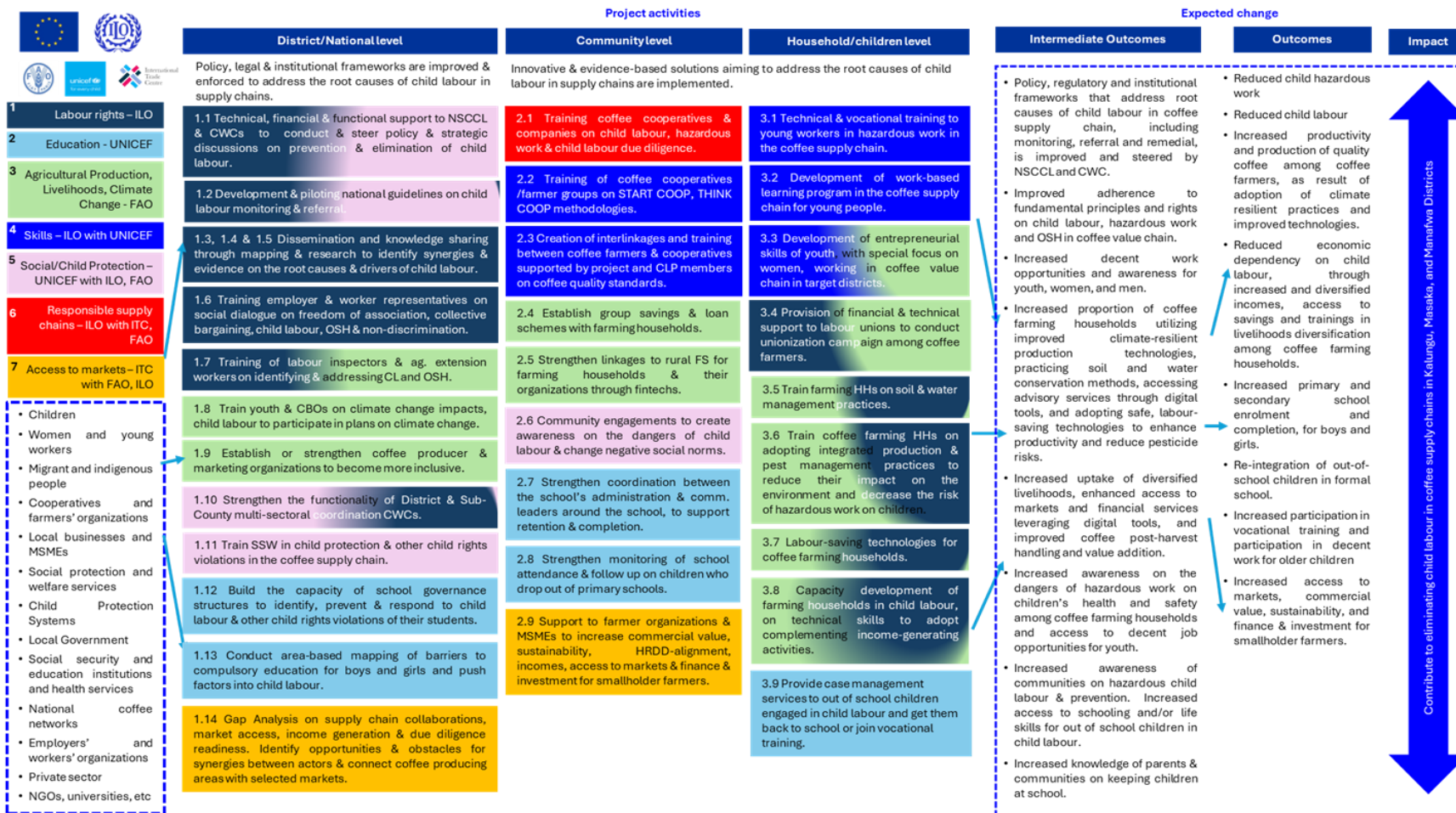
Annex 9. Project Visual ToCs

Below are the global and national Theories of Change, as reflected in the most recent documents shared by the project teams. The point of this evaluation is to test them.

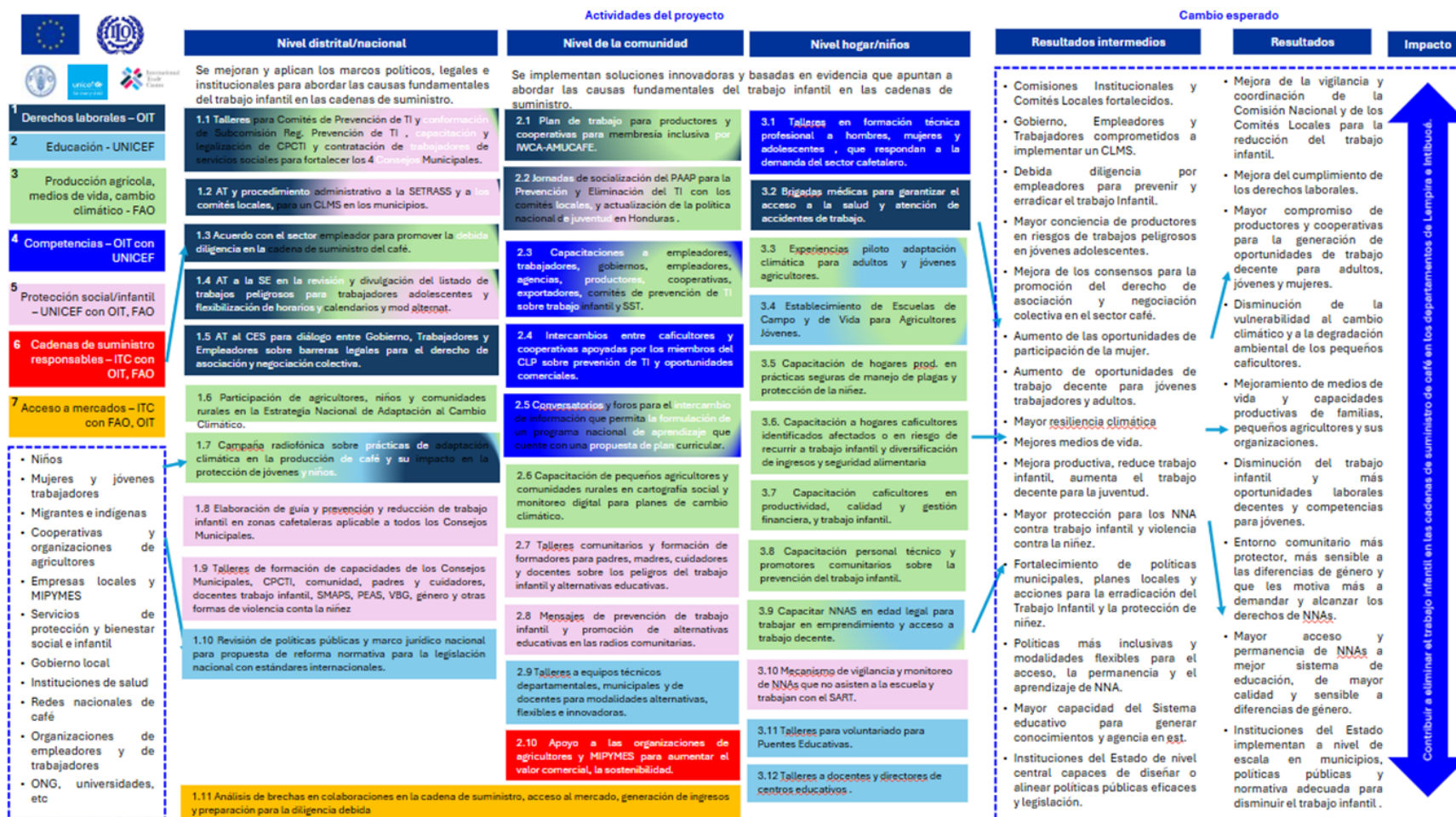
Global visual ToC



Uganda visual ToC (extracted from ToC V9)



Honduras visual ToC (extracted from ToC V5)



Annex 10: Project Background Tables

Table 6: Strategic alignment of the CLEAR project with key sectoral frameworks

Country / Sector	Strategic Context	National Policy Synergy	Sectoral Integration	Targeting Justification
Honduras (Coffee)	Alliance 8.7 Pathfinder country; high political commitment to tackling child labour in coffee.	Synergistic with national strategy to combat child labour in the coffee sector, under development with ILO support. Builds on ILO Vision Zero Fund OSH interventions.	Direct coordination with cooperatives, Instituto Hondureño del Café (IHCAFE), and the Consejo Hondureño de la Empresa Privada (COHEP). Complements the ILO "El Cafe de Honduras si cumple" initiative on due diligence.	Targets adolescents aged 14-17 who often do not access secondary education. Child labour prevalence of 14%, higher than the Latin American average (6%), with up to 65% of farms using child labour during harvests.
Uganda (Coffee)	Alliance 8.7 Pathfinder country; 6.2 million children (40%) aged 5-17 in child labour (2021 Labour Force Survey); 94.9% of child labour concentrated in agriculture.	Supports the National Action Plan for the Elimination of Child Labour (NAP II) by strengthening the National Steering Committee on Child Labour (NSCCL) at national level, and supports implementation of the National Child Labour Policy through the operationalization of Child Wellbeing Committees at district and sub-county levels.	Aligned with Uganda's coffee export objectives under the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF); leverages OSH as a preventive layer and builds on existing ILO (ACCEL, CAPSA) and FAO programmes on child labour in agriculture.	An ILO study found that between 20% and 75% of surveyed children were in child labour in the coffee value chain, depending on location. Higher rural prevalence (60%) among not well-off households.
Viet Nam (Coffee)	Alliance 8.7 Pathfinder country; Asia's leading coffee exporter and second-largest supplier to the EU. Over 1 million children in child labour, nearly 60% in agriculture.	Synergistic with the Decent Work Country Programme (DWCP) which prioritizes child labour. Builds on two national child labour surveys (2012, 2018) supported by ILO.	Targeted approach focused on business schemes and due diligence. Prepares exporters for EU due diligence regulations (CSDDD) and traceability mandates.	Rural and agricultural focus, leveraging prior FAO-Institute of Policy and Strategy for Agriculture and Rural Development (IPSARD) collaboration on child labour in small-scale farming in the Central Highlands coffee regions.
DRC (Cobalt)	Supplies approximately 70%	Key vehicle for strengthening the	Builds on the ILO Combatting Child	UNICEF estimates up to 40,000 children in

Country / Sector	Strategic Context	National Policy Synergy	Sectoral Integration	Targeting Justification
	of global cobalt; central to the green energy transition and EU clean technology value chains.	Sistema de Información sobre Trabajo Infantil (CISTEMA) inter-ministerial commission and its triennial action plan on child labour in artisanal mining sites.	Labour in the Cobalt Supply Chain in DRC (COTECCO) project's Child Labour Monitoring and Remediation System (CLMRS) framework. Connects Child Labour Platform (CLP) downstream multinationals with upstream actors and government referral systems.	copper and cobalt mines. At least 20% of DRC cobalt from artisanal and small-scale mining (ASM), which operates with minimal oversight.

Source: CLEAR MTE Evaluation, based on desk review and KIIs.

Table 7: Alignment of solution areas with identified needs

Solution Area (Lead)	Needs Assessment (Gaps Identified)	Strategic Alignment (Project Response)
1. Labour Rights (ILO)	Honduras: Need to harmonise the legal working age with the age of compulsory education to close the regulatory gap affecting adolescents. Uganda: Weak enforcement capacity in the informal coffee sector, where production occurs primarily in smallholder farms outside the legal framework.	Honduras: Reactivated and strengthened local CPCTIs and CONETI at national level. Uganda: Supports the National Action Plan for the Elimination of Child Labour (NAP II) by strengthening the National Steering Committee on Child Labour (NSCCL) at national level, and supports implementation of the National Child Labour Policy through operationalization of Child Wellbeing Committees at district and sub-county levels. In both countries: Used OSH training as a practical entry point to build farmer knowledge and reduce resistance to child labour messaging.
2. Education (UNICEF)	Honduras: Seasonal school dropout and child labour during coffee harvest, exacerbated by family migration to farms and absence of alternative care. Uganda: Out-of-school children engaged in child labour requiring case management and reintegration pathways.	Honduras: Established "Puentes Educativos" (Educational Bridges) care centres during harvest months, with trained community volunteers and curricular materials. Uganda: Referral of out-of-school children through parasocial workers; linkage to Kitovu Mobile NGO programmes for practical livelihood skills training (formal ILO skills component not yet rolled out at time of evaluation).

Solution Area (Lead)	Needs Assessment (Gaps Identified)	Strategic Alignment (Project Response)
3. Agriculture and Livelihoods (FAO with ITC)	Uganda: Labour-intensive coffee production stages driving demand for child labour; limited access to credit and crop insurance. Honduras: Climate vulnerability, soil degradation, and underutilization of coffee by-products compounding farmer poverty.	Uganda: Scoping study and cost-benefit analysis on small-scale mechanization to reduce drudgery; Digital4ChildLabour pilot (FAO-UNCDF) on digital finance and access to capital for smallholder coffee farmers. Honduras: Junior Farmer Field and Life Schools (JFFLS) piloted with climate adaptation practices and bioeconomy solutions (conversion of coffee by-products into organic fertilizers).
4. Skills Development (ILO with FAO/UNICEF, with ILO vocational training pending)	Gap between labour market demand and skill supply for youth aged 14-17. Limited access to secondary education for adolescents in coffee-growing areas, particularly in Honduras. Need for informal training pathways that combine agricultural, life, and entrepreneurship skills for out-of-school or at-risk youth.	Honduras: FAO piloted four JFFLS complemented by UNICEF delivering soft skills modules on child protection and coordinating the calendar so that JFFLS covers schooling months while UNICEF's Puentes Educativos covers the harvest/holiday period. ILO's formal vocational training component has not yet been rolled out. Uganda: Youth integrated into Kitovu Mobile NGO programmes for hands-on agricultural training, pending the roll-out of ILO's formal skills component. ILO's WIND methodology is being adapted for integration into FAO's Farmer Field School curriculum.
5. Social and Child Protection (UNICEF with ILO and FAO)	Uganda: Child Wellbeing Information Management System (CWIMS) under development; need to incorporate specific child labour indicators into existing child protection data systems. DRC: the Child Labour Monitoring and Remediation System (CLMRS), developed under the Combatting Child Labour in the Cobalt Supply Chain in DRC project (COTECCO), requires further strengthening and provincial operationalization.	Uganda: Supporting Kalungu district to improve quality of data captured and reported; working on a database for tracking support received by households across interventions. DRC: Providing technical support for CLMRS development, linking community-level monitoring with referral mechanisms and remediation services, in coordination with CISTEMA.
6. Responsible Supply Chains (ILO with ITC and FAO)	Honduras: Limited due diligence capacity among cooperatives and supply chain actors. Uganda: Need to adapt and scale up child labour due diligence training for coffee companies, building on ACCEL project tools developed with the	ITC assessing cooperative preparedness for due diligence compliance. FAO working on access to services for cooperative members. ILO providing CLDD training, with cooperatives and farm households beginning to implement clearer internal guidance prohibiting employment of children below the legal working age.

Solution Area (Lead)	Needs Assessment (Gaps Identified)	Strategic Alignment (Project Response)
	Federation of Ugandan Employers (FUE).	
7. Access to Markets (ITC with FAO and ILO)	Cooperatives and smallholder producers face growing requirements to comply with EU due diligence regulations (CSDDD, EUDR), threatening market access for those without traceability and social compliance systems.	ITC conducting due diligence readiness assessments of cooperatives and supply chain actors in Honduras, followed by targeted capacity building plans aligned with HREDD and EUDR requirements, and facilitating partnerships with EU buyers. FAO-ITC-ILO joint mission to cooperatives in Honduras for organizational evaluation. At global level, CLP Country Working Group on Coffee connecting downstream multinationals with upstream actors to promote responsible sourcing aligned with social compliance.

Source: CLEAR MTE Evaluation, based on desk review, survey data, and KIIs.

Table 8: Comparative advantages and institutional alignment of implementing agencies

Implementing Partner	Core Mandate and Comparative Advantage	Alignment with CLEAR Project Objectives
ILO	Lead agency and Administrative Agent. Only tripartite UN agency; custodian of international labour standards and the Decent Work Agenda. Secretariat for Alliance 8.7 and lead of the CLP.	Overall project coordination. Strengthening national and local coordination structures (NSCCL, CONETI, CWCs, CPCTIs). Promoting fundamental principles and rights at work, social dialogue, OSH, and child labour due diligence in the coffee supply chain. Leading skills development component.
FAO	Technical lead in agrifood systems; expertise in rural livelihoods, food security, and climate-resilient agriculture.	Improving agricultural practices and livelihoods to reduce economic vulnerability driving child labour. Addressing climate change impacts through adaptation practices and bioeconomy solutions. Leading JFFLS for youth aged 14-17. Piloting Digital4ChildLabour initiative on digital finance for smallholder farmers.
ITC	Focus on Micro, Small and Medium Enterprises (MSMEs), trade-led development, and value chain competitiveness. Expertise in connecting developing country enterprises to international markets.	Conducting due diligence readiness assessments for cooperatives. Supporting farmer organizations in value addition, market access, and alignment with EU due diligence requirements (CSDDD, EUDR). Working with cooperatives on ethical sourcing and supply chain reforms.

Implementing Partner	Core Mandate and Comparative Advantage	Alignment with CLEAR Project Objectives
UNICEF	Global leader in child protection, education, and social service provision.	Strengthening social and child protection systems and child-centred case management and referral pathways. Expanding access to quality schooling through flexible education modalities and Puentes Educativos (Educational Bridges). Building capacity of parasocial workers, teachers, and community structures for prevention and response to child labour and violence against children.

Source: CLEAR MTE Evaluation, based on the Project Document (PRODOC), progress reports, and KIIs.

Table 9: Resource adequacy and integration of cross-cutting activities

Cross-Cutting Issue	Resourcing Status	Integration Mechanism	Stakeholder Perception
Gender Equality	Adequate / Integrated	Embedded in WLEP mentors and cooperative business audits.	High confidence; seen as a core root-cause strategy.
Youth Empowerment	Adequate / Direct	JFFLS methodology and tech-forward "Digital Champions".	Strong agreement; linked to "generational relief".
Climate Issues	High / Mainstreamed	DIGICHILD risk index and climate-smart agriculture modules.	Positive; viewed as essential for income security.
Indigenous Peoples	Contextual / Funded	FPIC protocols and coordination with traditional leaders.	High ownership in Honduras; viewed as inherent.
Persons with Disabilities	Inadequate / Gaps	Limited to birth registration; lacks dedicated budget lines.	Weakest area; 30% of survey respondents say "Not Tracked".
Migrant Workers	Minimal / Research	UNICEF Learning Passports; initial root-cause studies.	Poor; identified as an unaddressed driver of seasonal labour.

Source: CLEAR MTE Evaluation, based on budget analysis, survey data, and KIIs.

Annex 11. Acronyms and Abbreviations

ACCEL – Accelerating Action for the Elimination of Child Labour in Supply Chains
CCT – Conditional Cash Transfer
CDO – Community Development Officer
CISTEMA – Sistema de Información sobre Trabajo Infantil
CLMRS – Child Labour Monitoring and Remediation System
CLDD – Child Labour Due Diligence
CLP – Child Labour Platform
COFTU – Central Organization of Free Trade Unions (Uganda)
COHEP – Consejo Hondureño de la Empresa Privada
COLOSUCA – Mancomunidad de Municipios Lencas del Centro de Lempira
CONADEH – Comisionado Nacional de los Derechos Humanos
CONETI – Comisión Nacional para la Erradicación Gradual y Progresiva del Trabajo Infantil (Honduras)
CPCTI – Comités de Prevención Contra el Trabajo Infantil
CSDDD – Corporate Sustainability Due Diligence Directive
CTH – Central de Trabajadores de Honduras
CUTH – Central Unitaria de Trabajadores de Honduras
CWC – Child Wellbeing Committee (Uganda)
CWIMS – Child Wellbeing Information Management System
DAC – Development Assistance Committee
DG INTPA – Directorate-General for International Partnerships (European Commission)
DIGICHILD – Digital Geographic Information for Child Labour Risk Estimation in Agrifood Systems
DRC – Democratic Republic of the Congo
EC – European Commission
EMC – Evaluation Management Committee
EU – European Union
EUDR – EU Deforestation Regulation
FAO – Food and Agriculture Organization of the United Nations
FFS – Farmer Field Schools
FGD – Focus Group Discussion
FPIC – Free, Prior and Informed Consent
FPRW – Fundamental Principles and Rights at Work
FUE – Federation of Ugandan Employers
HRDD – Human Rights Due Diligence
HREDD – Human Rights and Environmental Due Diligence
IHCAFE – Instituto Hondureño del Café
ILO – International Labour Organization
ITC – International Trade Centre
IWCA – International Women’s Coffee Alliance
JFFLS – Junior Farmer Field and Life Schools
KII – Key Informant Interview

LAMIS – Labour Administration and Management Information System
M&E – Monitoring and Evaluation
MAAIF – Ministry of Agriculture, Animal Industry and Fisheries (Uganda)
MGLSD – Ministry of Gender, Labour and Social Development (Uganda)
MIS – Management Information System
MOLISA – Ministry of Labour, Invalids and Social Affairs (Viet Nam)
MTE – Mid-Term Evaluation
MoU – Memorandum of Understanding
MVP – Minimum Viable Product
NAP II – Uganda’s National Action Plan to Eliminate Child Labour
NGO – Non-Governmental Organisation
NSCCL – National Steering Committee on the Elimination of Child Labour (Uganda)
NUCCAOWU – National Union of Cooperative, Commercial, Agricultural and Allied Workers Union (Uganda)
OECD – Organisation for Economic Co-operation and Development
OSH – Occupational Safety and Health
PDM – Parish Development Model (Uganda)
PRODOC – Project Document
QuIP – Qualitative Impact Protocol
SDG – Sustainable Development Goal
SEDUC – Secretaría de Estado en los Despachos de Educación (Honduras)
SENAF – Secretaría de Estado en los Despachos de Niñez, Adolescencia y Familia (Honduras)
SETRASS – Secretaría de Estado en los Despachos de Trabajo y Seguridad Social (Honduras)
ToC – Theory of Change
ToR – Terms of Reference
TVET – Technical and Vocational Education and Training
UCDA – Uganda Coffee Development Authority
UN – United Nations
UNCDF – United Nations Capital Development Fund
UNEG – United Nations Evaluation Group
UNICEF – United Nations Children’s Fund
VCA – Viet Nam Cooperative Alliance
WIND – Work Improvement in Neighbourhood Development
WLEP – Women’s Leadership and Empowerment Programme
CLAC – Coordinadora Latinoamericana y del Caribe de Pequeños Productores y Trabajadores de Comercio Justo
COTECCO – ILO Project on Combatting Child Labour and Forced Labour in Cobalt (Democratic Republic of the Congo)
LDC – Louis Dreyfus Company
UCF – Uganda Coffee Federation

Annex 12: Relevance: Adaptive Management Response

Table 10: Adaptive management responses to contextual changes

Category of change	Specific Change	Impact on Project Relevance & Implementation	Adaptive Management Response
External: Political	Viet Nam: MOLISA Ministerial Reorganisation and Approval Freeze.	Standard implementation and government-led approvals were paused during extended ministerial decision-making delays.	Strategic Pivot: Shifted implementation focus to the Viet Nam Cooperative Alliance (VCA) to deliver due diligence training independently of the ministerial approval pathway.
External: Institutional	Honduras: High Secretaría de Estado en los Despachos de Trabajo y Seguridad Social (SETRASS) Turnover & Community Resistance.	Disrupted continuity in the Ministry of Labor; community rejection of "eradication" terminology in target communities.	Language Adaptation: Rebranded missions to focus on "Protection" and "Educational Bridges"; FAO-led joint community engagement strategy to unify messaging.
External: Institutional	Uganda: Rationalization of the UCDA.	Uncertainty and defensiveness within the coffee regulator (UCDA) as it was merged into the Ministry of Agriculture.	Diplomatic Engagement: Leveraged the EU Delegation to facilitate introductions and secure UCDA participation in value chain mappings despite the political climate.
External: Policy	EU Market Shifts: Emergence of CSDDD and EUDR regulations.	Shifted from abstract policy to imminent market requirements, creating a "compliance panic" for exporters.	Technical Re-positioning: Repurposed the project as a Technical Assistance provider for compliance (e.g., ITC's readiness assessments), increasing private sector buy-in.

Category of change	Specific Change	Impact on Project Relevance & Implementation	Adaptive Management Response
Internal: Admin	ITC Pillar Assessment Delay.	ITC was legally unable to sign the agreement/receive funds until July 2024 due to financial compliance checks.	Informal Inclusion: Invited ITC to all meetings as an informal partner to maintain technical alignment; front-loaded approach development until the addendum was signed.
Internal: Finance	Disbursement & Tranche Lags.	Significant delays occurred in fund transfers from the EU, affecting the timely availability of resources for project implementation by the agencies.	Activity Reprioritization: Agencies (specifically FAO) front-loaded desk work and put field activities on hold once first-tranche liquidity was exhausted.
Internal: HR	National Recruitment Delays.	Slow recruitment of National Project Coordinators (especially in Honduras) delayed field startups.	Compression Strategy: Field activities were intensified/compressed into a shorter timeline to meet the original project end-date objectives.

Source: CLEAR MTE Evaluation, based on progress reports and KIIs.

Annex 13: Coherence: Cross cutting opportunities and Resource Adequacy

Table 11: Opportunities for strengthening coherence on cross-cutting issues

Category	Actionable Suggestion	Justification & Evidence Base	Target Outcome
Quick Win (Short-term Operational)	Operational Inclusivity for Women: Some agencies are already shifting training locations from hotels and municipal centres to cooperative premises and farms, and adjusting schedules to accommodate caretaking duties. Systematizing this approach across the consortium could further improve female participation.	Evidence Gap/Success: Current modalities often fail to account for women's time constraints and care responsibilities. Strategic Alignment: Aligns with ILO's strategic framing that women's socio-economic empowerment at the household level is a prerequisite for effective child labour prevention.	Gender Coherence: Ensures training delivery modalities align with the operational reality of female beneficiaries, moving beyond theoretical inclusion to practical access.
Quick Win (Short-term Operational)	Youth Engagement via Recreation and Technology: Field evidence indicates that "activity-based" entry points such as sports (football tournaments) and technology (Digital Champions/GPS) are more effective at engaging youth than standard sensitization meetings.	Evidence Gap/Success: Traditional agricultural meetings fail to attract youth (14–17) who view farming as archaic.	Youth Coherence: Aligns project delivery with youth interests, converting disengaged adolescents into active participants in the value chain.
Structural (Long-term Strategy)	Institutionalise Disability Inclusion: The evaluation identified disability as the weakest cross-cutting link. A dedicated "Disability Inclusion Component" with specific budget lines for accessible technologies and specialized support would address the current gap of passive "non-discrimination."	Evidence Gap: Disability is consistently the weakest link. Nearly 30% of survey respondents indicated disability is "not tracked."	Inclusion Coherence: Moves disability from a passive policy assurance to an active, budgeted programmatic pillar.

Category	Actionable Suggestion	Justification & Evidence Base	Target Outcome
Structural (Long-term Strategy)	Strategic Reframing of Gender: Field evidence suggests that framing women's economic control (land/income) as a primary economic efficiency strategy for child labour elimination, rather than solely as a cross-cutting theme, could strengthen alignment between donor and field perspectives.	Evidence Gap/Success: ILO project leadership reported difficulty in persuading the European Commission of the strategic link between women's socio-economic empowerment and child labour prevention, indicating a perception gap between the donor's framing and the project's field logic. Field Corroboration: In Uganda, women trained under the Women Leadership Empowerment programme have assumed cooperative leadership roles and increased their influence over household resource allocation toward children's education, demonstrating the causal pathway in practice.	Strategic Coherence: Aligns the donor's economic logic with the field reality that women's control of assets is a prerequisite for investing in education.
Structural (Long-term Strategy)	Broaden Scope to Food Systems: Stakeholder feedback indicates that expanding the "Area-Based Approach" to formally include Food Systems/Horticulture (corn/beans) could protect children year-round when the coffee harvest ends, given that child labour is fluid between crops.	Evidence Gap/Success: Child labour is fluid and shifts between crops. Field evidence from Uganda confirmed that children withdrawn from coffee production during the harvest season may be redirected to horticulture.	Climate Coherence: Ensures climate resilience activities protect household income (and thus children) year-round, not just during the coffee season.

Source: CLEAR MTE Evaluation, based on survey data, KIIs, and desk review.

Annex 14: Output Delivery, ToC Assumptions, Outcome Assessment, Enabling/Hindering Factors, and Joint Model Results

Table 12: Output Delivery Summary by Result Area

Output	Description	Status	Lead
Result Area 1: Knowledge			
1.1 Coordination mechanisms	NSCCL reactivated (Uganda); CONETI reactivated (Honduras); CWC meetings convened at district level	On track	ILO
1.2 Value chain mapping	Coffee value chain mapping reports completed and published for Uganda and Honduras (June 2024); translated to Spanish. Viet Nam: alternative in-depth study under discussion due to policy sensitivities	Completed	ILO
1.3 Root causes research	Consultant contracted September 2024; inception report submitted December 2024; fieldwork rescheduled to 2025	Delayed	ILO
Result Area 2: Solutions			
2.1 Policy integration	Child labour integrated into Honduras National Youth Policy and Country Accelerated Action Plan. Uganda: integration into district development plans. Formal policy papers delayed	Partially on track	ILO
2.2 Social service workforce	Uganda: 557 community workers trained (366 parasocial workers, 191 local council officials); 168 teachers trained across 42 schools. Honduras: 4 case managers hired for municipal councils; partnership with Click Clack Foundation	On track (exceeded targets)	UNICEF
2.3 Education and child protection	Uganda: 1,699 rights violations identified; 375 children in child labour identified (216 boys, 159 girls); 82 reintegrated in school; 53 referred for TVET. Honduras: 266 children linked to Educational Bridges; 22 volunteers trained	On track	UNICEF
2.4 Due diligence capacity	ILO child labour due diligence training with cooperatives in both countries. FUE ESG readiness report supported. CLP working groups operationalized for Uganda	On track	ILO
2.5 Climate and agriculture	Uganda: mechanization scoping study with Sasakawa Africa Association (224 interviews across Kalungu and Manafwa). Honduras: JFFLS piloted with 53 participants trained; bioeconomy solutions and climate adaptation strategies under development	On track	FAO
2.6 Livelihoods	Uganda: FAO-UNCDF Digital4ChildLabour feasibility assessment completed; cooperative readiness assessment developed. Honduras: market assessment planned; coffee harvest mechanization pilot initiated with two cooperatives	On track	FAO
2.7 Market access	30 MSMEs/cooperatives selected for market access and mHREDD support. Due diligence readiness assessments completed for 15 entities (Honduras) and 14 supply chain actors (Uganda). Partnerships with CLAC Fairtrade and EU buyers	On track	ITC
2.8 Fundamental rights at work	Uganda: tripartite capacity building workshop (39 participants); joint action plan on FPRWs developed. Capacity building on freedom of association and collective bargaining	On track	ILO
2.9 Skills development	Rapid skills assessments commencing late 2024. Formal TVET provision not yet operational	Delayed	ILO
Result Area 3: Partnerships			
3.1 Alliance 8.7 flagship report	Inception report finalized	On track	ILO
3.2 Coffee partnerships	Strategic action plan established with ICO, ECF, IWCA, and ITC Coffee Network	On track	ILO
3.3 Due diligence (global)	CLP country working groups operationalized for Uganda; three meetings held in 2024	On track	ILO CLP
Result Area 4: Mining (DRC)			
4.1 Capacity building	National, provincial, and local CLMRS implementation committees established and trained	On track	ILO
4.2 CLMRS	Operational across 14 artisanal sites; 6,238 children identified in child labour. Collaboration agreement with Responsible Minerals Initiative being finalized	On track	ILO/UNICEF
Viet Nam (Targeted)			
Due diligence training	Two child labour due diligence trainings delivered across five Central Highlands provinces (July 2025), with a third and fourth planned for 2026. Government restructuring required pivot to private consultancy partner	On track (limited scope)	ILO

Source: CLEAR MTE Evaluation, based on 2023 and 2024 Progress Reports and field verification.

Table 13: Theory of Change assumption validation matrix

Assumption Cluster / Status	Evidence of Validation (Enablers)	Contradicting Evidence & Systemic Bottlenecks
1. Quality of training, sensitisation, and extension services  Validated	High Knowledge Retention: Post-training assessments show correct response rates on regulations rose to 92–100%. Scale of Reach: Capacity successfully built for 557 community workers (UG) and 53 JFFLS facilitators (HND). Curriculum Adaptation: "Educational Bridges" curricula successfully adapted to rural contexts.	Beneficiaries report "meeting fatigue" due to uncoordinated visits from the four different agencies. Initial materials were criticized as too technical/text-heavy for low-literacy parents, necessitating a shift to play-based methods.
2. Community and household willingness to participate  Partially Validated	Behavioural Shifts: Increased school enrolment in pilot sub-counties. "Watchful eye" of parasocial workers has created a deterrent effect in Uganda. Demand: Communities in target municipalities in Honduras proactively requested interventions after witnessing success in neighbouring villages.	Willingness is overridden by economic survival; parents are forced to prioritize harvest income over school to pay debts. Persistent view among farmers that child labour is "vocational training" rather than a rights violation.
3. Access to agricultural, financial, and social protection services  Challenged	Local Presence: District-level Community Development Officers are active in Uganda. Informal Safety Nets: Effective use of Village Savings and Loan Associations (VSLAs) as a stop-gap.	No national social protection system exists in Uganda to build upon. In Honduras, coverage is only 17% (mostly urban). Lack of land titles prevents smallholders from accessing formal bank credit, limiting income stabilization.
4. Positive response to incentives and livelihood diversification  Partially Validated	Digital Adoption: Use of traceability tools in Uganda accelerated the adoption of good practices (making labour visible). Community Investment: Indigenous communities in a municipality in Honduras donated land specifically for youth production.	Immediate cash needs during the coffee harvest continue to outweigh long-term diversification benefits. Families lacking land or capital cannot fully utilize diversification incentives.

Assumption Cluster / Status	Evidence of Validation (Enablers)	Contradicting Evidence & Systemic Bottlenecks
5. Capacity and coordination of public institutions  Partially Validated	Sub-national Leadership: Strong ownership in both countries System Integration: Child labour indicators successfully integrated into the Child Wellbeing MIS (CWMIS) in Uganda.	High-level steering committees are often dormant. Elections and ministerial turnover in both countries require constant “re-building” of political will and retraining of new staff. Sustaining data integration gains requires both significant institutional capacity building and political will.
6. Availability of competent trainers and service providers  Validated	Technical Expertise: High praise for FAO/ITC technicians' handling of complex themes. Methodology: Interactive workshops in Viet Nam proved effective in raising safety awareness.	Significant delays in contracting providers for rapid skills assessments delayed the Technical and Vocational Education and Training (TVET) component. Risk of turnover among community psychologists in Honduras due to administrative issues with professional fee payments.
7. Engagement of private sector and coffee value chain actors  Validated	Global Alignment: Active participation of CLP members Operational Synergy: CRMRS in Uganda overlaps geographically with the project, creating synergy. Compliance Push: Honduran cooperatives are adopting due diligence to meet EUDR standards.	Engagement can be limited to risk assessments rather than funding remediation. Traders sometimes view UN processes as “too slow” or “intangible” compared to commercial harvest pressures.
8. Integration of child labour prevention in policies  Validated	Policy Wins: Child labour integrated into the Honduras National Youth Policy and Country Accelerated Action Plan (PAAP). Data Usage: DIGICHILD geospatial risk data is being validated and used by government actors.	Initial resistance from agricultural authorities who traditionally viewed child labour solely as a “social welfare” mandate, requiring extensive advocacy to shift mindsets.

Assumption Cluster / Status	Evidence of Validation (Enablers)	Contradicting Evidence & Systemic Bottlenecks
9. Stable environmental and climatic conditions ● Contradicted	No validating evidence.	Storms and heavy rains in Honduras blocked access to communities and cancelled training. Climate change has shifted the harvest season to overlap with the school year, actively increasing the demand for child labour.
10. Linkages between education, skills, and livelihoods ● Partially Validated	Model Success: The "Educational Bridge" effectively links harvest timing with remedial learning. Referrals: Functional pathways exist for referring children from monitoring systems to schools.	Delays in the ILO-led formal TVET rollout have left a vacuum for youth aged 15-17. Standalone components (e.g., JFFLS) risk being abandoned if not deeply integrated into broader community protection plans.

Source: CLEAR MTE Evaluation, based on desk review, progress reports, KIs, and FGDs.

Table 14: Evidence of progress towards outcomes by solution area

Solution Area / Outcome Status	Validated Evidence (Enablers & Achievements)	Contradictions & Systemic Challenges
1. Labour Rights (Lead: ILO) ● On track (Policy) ● Partially on track (Implementation)	Governance Reactivation: Successfully "spearheaded" the reactivation of CONETI (Honduras) and NSCCL (Uganda) to harmonise legal frameworks. Withdrawal Mechanisms: Documented identification of 375 children in labour in Uganda (82 reintegrated) and 266 removals in Honduras.	Legal Inconsistencies: Dual minimum age standards in Uganda required high-level intervention. Pathway Gaps: while withdrawal is successful, the destination for older children remains unclear due to the delayed TVET rollout (see Table 12, Assumption 6, and Skills Development row below).
2. Education (Lead: UNICEF) ● On track	Flexible Modalities: "Educational Bridges" successfully aligned with the coffee harvest, providing safe spaces during peak risk periods. Digital Tools: "Learning Passport" and SEDUC-validated curricula adopted in Honduras. Behavioural Shift: "Watchful eye" of 366 parasocial workers (UG) has made child labour socially unacceptable, driving re-enrolment.	The "Poverty Driver" (see Table 12, Assumption 2): the outcome of school completion is constrained not by lack of parental awareness but by the economic inability to hire adult labour, forcing families to withdraw children during harvest peaks.

Solution Area / Outcome Status	Validated Evidence (Enablers & Achievements)	Contradictions & Systemic Challenges
3. Agriculture & Livelihoods (Lead: FAO/ITC) ● Partially on track	Adoption of Innovation: 175 Farmer Field Schools (UG) and JFFLS (HND) trained households in sustainable mechanization to reduce drudgery. Gender Shift: Structural shift in gender dynamics observed in Uganda (women gaining land/management roles). Data Targeting: DIGICHILD tool allows precise targeting of "hotspots."	Climate Contradiction (see Table 12, Assumption 9): the outcome of decreased vulnerability is directly contradicted by the intensifying climate shocks documented in the assumption analysis. Shifted rainfall patterns now force harvest peaks to overlap with school terms, increasing child labour demand.
4. Skills Development (Lead: ILO/UNICEF) ● Challenged / Delayed	Youth Engagement: "Digital Champions" successfully engaged as first-adopters of cooperative tools. Inclusive Access: JFFLS effectively engaged young women in Honduras (land ownership not required). Identification: Youth in need of pathways successfully identified.	Implementation Lag (see Table 12, Assumption 6): procurement delays for formal TVET providers, identified in the assumption analysis as a bottleneck in the availability of competent service providers, halted the "Transition Bridge" for youth aged 15-17. The "Vulnerability Gap": Adolescents aged 12-14 are identified as "too old" for primary school interventions but "too young" for vocational training.
5. Social & Child Protection (Lead: UNICEF/ILO) ● on track (Community Level)	Infrastructure: Reactivation of NSCCL in Uganda, CONETI and Child Wellbeing Committees (CWCs). Deterrent Effect: Community volunteers (366 in UG) successfully created a surveillance environment where child labour is feared/stigmatised.	Systemic Vacuum: "Social Protection Gap": No national system exists to refer families for long-term economic support. Legal Void: In Honduras, lack of a clear state actor for official legal referrals of identified cases.

Solution Area / Outcome Status	Validated Evidence (Enablers & Achievements)	Contradictions & Systemic Challenges
	Direct Action: 1,699 rights violations identified and acted upon in Uganda.	
6. Responsible Supply Chains (Lead: ILO/ITC) ● Partially on track	Global Alignment: MNCs (Nestlé, Touton) aligning internal monitoring with project frameworks. Readiness Baselines: ITC completed due diligence readiness assessments for 15 entities in Honduras and 14 supply chain actors in Uganda, establishing Environmental, Social and Governance (ESG) maturity baselines. Regulatory Push: High relevance of EUDR/CSDDD drivers.	Remediation Progression: Readiness assessments have been completed and are being translated into targeted capacity building plans and advisory support. Initial evidence suggests a progression from diagnostic to operational engagement, though the full cycle from assessment through remediation to verified compliance outcomes remains to be completed within the evaluation period. Digital Barriers: Cases of cooperatives receiving hardware but lacking passwords/training to utilize them.
7. Access to Markets (Lead: ITC/FAO) ○ Early Stage / In Progress	Targeting: 30 MSMEs selected for market access and HREDD support. Visibility: Traceability data (farm polygons) is successfully making child labour "visible" as a commercial risk. Financial Assessment: UNCDF pre-investment assessment completed for digital rural services.	The "Price Dynamic": While global coffee pricing and market volatility remain structural drivers of rural poverty beyond project control, ITC's capacity building interventions aim to strengthen farmer resilience through improved market linkages, compliance capacity enabling continued access to EU markets, and institutional strengthening that supports improved bargaining power. The full impact of these interventions on household income stability remains to be verified.

Source: CLEAR MTE Evaluation, based on progress reports, KIIs, and FGDs.

Table 15: Enabling and hindering factors by geographical level

Level	Enabling Factors	Hindering Factors
Global	EU HRDD Legislation (EUDR/CSDDD); Strategic alignment with Alliance 8.7.	Administrative complexity of 4-agency model; Rigid logframe vs. adaptive ToC; short 40-month implementation timeline.
National	Alignment with National Action Plans (NAPs); Reactivation of CONETI/NSCCL.	Political turnover (Honduras); Agency rationalisation (Uganda); Election restrictions. The structural dependence on non-existent social safety net systems.
Sub-national	Revitalisation of CWCs; Strong leadership from Mayors and District Community Development Officers (DCDOs).	Operational support dependency risk; Data sharing bottlenecks; High case management costs.
Community	High demand for childcare (Educational Bridges); Local volunteer commitment.	Deep-rooted poverty; Cultural acceptance of child labour; Geographic isolation.

Source: CLEAR MTE Evaluation, based on survey data, KIIs, and FGDs.

Table 16: Results attributable to the joint nature of the project

Geographical Level & Synergy Type	Output-Level Benefits (Efficiency)	Outcome-Level Benefits (Effectiveness & Quality)
Sub-National (Honduras) Cross-Sectoral Resource Layering	FAO's Junior Farmer Field and Life Schools (JFFLS) provided an integrated agricultural and life skills curriculum for adolescents that complemented the 'Educational Bridges' (safe spaces) managed by UNICEF, creating a sequential delivery model covering both schooling months and the harvest-season holiday period. Logistical Cost-Sharing: Adoption of a "Pooled Operational Resourcing" formula for workshops: "ILO pays for the hall, ITC pays for the food, and FAO ensures transportation." This allowed larger-scale events than individual agency budgets permitted.	Holistic Child Welfare: Children received simultaneous protection (safe space) and nutrition (food security). This dual benefit incentivised parents to leave children at the centres rather than taking them to farms, contributing to a reported reduction in teenage pregnancies in participating schools during harvest (stakeholder-reported; requires verification). Reduced Beneficiary Fatigue: Joint implementation prevented the fragmentation of community time, securing higher participation rates from parents who could not afford to attend multiple separate agency meetings.
Sub-National (Uganda) Integrated Area-Based Approach	Reduced Duplication (The "Cross-Agency Data Utilization"): ITC utilised FAO's existing beneficiary lists of coffee cooperatives to launch "Readiness Assessments." This eliminated the need for a costly, duplicative scoping mission and allowed ITC to begin implementation immediately upon joining the consortium. Unified Training Delivery: ILO integrated child labour modules into the UNICEF-led national training package for Parasocial Workers, eliminating the need for separate ILO training workshops.	Integrated Household Safety Net: A single farming household received agricultural extension (FAO), market access support (ITC), and child protection case management (UNICEF/ILO). This ensured that economic improvements (yield) did not inadvertently increase child labour demand. Systemic Case Management: Establishment of a functional referral pathway where a child identified in labour (ILO mandate) is referred to education (UNICEF mandate) and the family to livelihood support (FAO mandate), resolving the root cause rather than just identifying the violation.

Geographical Level & Synergy Type	Output-Level Benefits (Efficiency)	Outcome-Level Benefits (Effectiveness & Quality)
National (Uganda & Honduras) Institutional Convergence	Unified Advocacy: Joint UN pressure facilitated the reactivation of dormant national bodies: the CONETI (National Commission) in Honduras and the NSCCL (National Steering Committee) in Uganda. Joint advocacy carried more political weight than single-agency lobbying. Standardised Messaging: Development of a "Joint Community Engagement Strategy" in Honduras to harmonise terminology (e.g., "protection" vs. "eradication"), preventing community confusion caused by conflicting agency narratives.	Breaking Ministerial Silos: In Uganda, the project brought together the Ministry of Gender, Labour and Social Development (MGLSD) and the Ministry of Agriculture (MAAIF) to convene at the same table for the first time. This contributed to the integration of child labour indicators into agricultural extension services, embedding social protection into economic policy. Policy Coherence: Adoption of rural education curricula (Honduras) that aligns school schedules with agricultural cycles, a policy shift that required the combined mandate of Education and Agriculture authorities.
Global Level Strategic Leverage	Pooled Technical Resources: The Global Launch at the World of Coffee event leveraged ILO's coordination, FAO's technical moderation, UNICEF's logistics, and ITC's technical support in identifying key panelists and private sector participants. This division of labour secured venue sponsorship from the Specialty Coffee Association (SCA), significantly reducing costs. Integrated Evidence Base: Production of a unified Global Flagship Report on child labour in coffee, aggregating diverse data streams (agricultural, social, trade) into a single authoritative source.	Enhanced Visibility & Credibility: The presence of four UN agencies presented a unified front to the private sector and EU donor, validating the "integrated area-based approach" model. This positioned the project as a primary vehicle for EUDR (Deforestation Regulation) compliance support, attracting private sector engagement that might have ignored a single-agency social project.

Source: CLEAR MTE Evaluation, based on KIIs, FGDs, and survey data.

Annex 15: Plausible countries and supply chains for replication (Sustainability)

Target Country	Target Supply Chain	Justification (Policy & Market Structure)	Expected Added Value / Efficiency Gains
Kenya	Coffee & Tea	Alliance 8.7 Pathfinder country with a National Action Plan on Business and Human Rights. 15th largest coffee exporter to the EU.	Multi-sectoral efficiency: Existing ILO project office allows for an area-based approach covering both coffee and tea sectors simultaneously, mirroring the Uganda model.
Peru	Coffee	Alliance 8.7 Pathfinder country. 7th largest coffee exporter to the EU with strong national statistical capacity.	Resource Mobilization: High potential for co-investment by value chain operators and alignment with EU Delegation local programmes.
Ethiopia	Coffee	Alliance 8.7 Pathfinder country with high child labour prevalence (41.5%). 8th largest coffee exporter to the EU.	High Impact: Despite political risks, the sheer volume of trade and prevalence offers the highest potential impact on global child labour statistics.
Colombia	Coffee	3rd largest exporter to the EU with robust national capacity.	Regional Spillover: Cultural homogeneity allows for rapid transfer of lessons learned to other Latin American nations.
Uganda (Expansion)	Coffee expansion + Horticulture / Fruits	Existing project districts (e.g., Kalungu) already have functional Child Wellbeing Committees.	Administrative Synergy: Using established district structures to address child labour in food security crops prevents displacement from export crops to subsistence farming.
Honduras	Coffee expansion + banana plantain	Stakeholders consistently identified the need to expand geographic coverage within coffee. FAO is exploring banana (platano) as a feasible secondary chain given widespread intercropping with coffee for shade in the target western departments, and its status as an export commodity meeting project criteria.	Geographic Continuity: Expansion leverages existing municipal coordination structures (CPCTIs, CONETI linkages) and Educational Bridges infrastructure. Secondary chain (banana) addresses year-round child labour risk when coffee harvest ends.

Source: CLEAR MTE Evaluation, based on KIIs and desk review.

Annex 16. Strategic Lessons

The following strategic lessons synthesize core findings regarding the project's joint model, Institutional Dependency Risks, and economic logic.

LESSON 1 Mandate Clarity as a Driver of Operational Efficiency

Brief Description	The efficiency of a multi-agency consortium is directly correlated with strict adherence to the specific mandates and comparative advantages of each partner, which prevents functional drift and operational overlap.
Context	The CLEAR Supply Chains project operates as a pilot intervention involving four agencies (ILO, FAO, UNICEF, ITC) with distinct mandates (labour rights, agricultural livelihoods, child protection, and trade) working together in complex value chains across different regulatory environments in Uganda and Honduras.
Targeted Users/Beneficiaries	Global and National Project Managers, UN Resident Coordinators, Donor Agencies (EU), and Strategic Planning Units.
Challenges/Negative Lessons (Causal Factors)	Operational inefficiencies arose when technical demarcations became blurred, particularly in generalized "awareness raising" activities where multiple agencies approached the same beneficiaries with similar messages, leading to "meeting fatigue" and community confusion. Internal frictions were documented when one agency commented on the technical work of another, or when staff lacked dedicated full-time focal points (working only 10-50% on the project), which hindered the consistency of inter-agency updates and strategic alignment.
Success/Positive Issues (Causal Factors)	Coordination proved most effective when agencies leveraged their core mandates to create a 'whole-package' approach, such as linking UNICEF's community-based child protection groups with the ILO's labour standards, the FAO's agricultural extension systems, and ITC's market access and due diligence expertise. This specialization allowed the project to move beyond siloed interventions to build robust national systems, such as the child well-being information management systems (CWIMS). As noted by leadership of one of the agencies, "This project still proves that if you have UN agencies where there is a clear demarcation of mandates and you stay within your mandate, you can actually really achieve a lot".
Administrative Issues	To maximise value-add, future project designs should codify technical boundaries during a ring-fenced inception phase, ensuring that every agency provides a 100% dedicated focal point to manage the heavy coordination required by an area-based model.

LESSON 2 Prioritising Social Targeting Before Field Deployment

Brief description	Finalise the joint Theory of Change (ToC) and social targeting strategies during a ring-fenced inception phase before launching field activities to ensure immediate operational coherence.
Context	The CLEAR Supply Chains multi-agency consortium (ILO, FAO, UNICEF, ITC) operates within a pilot framework where agencies traditionally maintain distinct mandates, internal administrative cultures, and separate reporting systems. In both Uganda and Honduras, this complexity required a unified "area-based" lens that was not fully mature at the point of project launch.
Targeted users	Global and National Project Managers, EU Donor Programming Officers, and UN Agency Technical Leads
Challenges (Causal Factors)	The development of the ToC and the alignment of targeting criteria six months into the project meant that teams needed to align ongoing activities with a pre-existing logical framework. This adjustment absorbed staff time that might otherwise have supported field delivery and contributed to some "meeting fatigue" among beneficiaries engaged by different agencies at separate points for profiling exercises.
Successes (Causal Factors)	The late integration of the ITC in Uganda succeeded because it "utilised cross-agency data sharing to accelerate" implementation by utilising the FAO's pre-existing database of 11 cooperatives. This suggests that data interoperability and shared beneficiary lists are key for efficiency in an area-based approach
Administrative Issues	Inadequate initial budget and time allocation for the inception phase failed to account for the complexity of aligning four distinct UN systems.

LESSON 3 Resourcing Coordination in Multi-Agency Consortia

Brief Description	Coordination in a multi-agency "Delivering as One" model is a labour-intensive activity that incurs high transaction costs; it must be explicitly budgeted with dedicated, full-time personnel rather than relying on fractional time allocations from technical staff.
Context	The CLEAR Supply Chains project is a complex, multi-country pilot testing an integrated inter-agency model across four UN entities (ILO, FAO, UNICEF, ITC). This requires the simultaneous alignment of disparate administrative, financial, and reporting systems across diverse regulatory environments in Uganda, Honduras, Viet Nam, and the DRC.
Targeted Users/Beneficiaries	UN Agency Heads, Global and National Project Managers, European Commission (Donor) Programming Officers, and UN Resident Coordinators.

Challenges/Negative Lessons (Causal Factors)	The assumption that coordination could be absorbed by staff allocating only 10% to 50% of their time proved insufficient given the administrative complexity. In the first year, coordination duties consumed a significant amount of senior management's bandwidth, significantly reducing time available for technical oversight. Agencies without dedicated focal points often experienced a "disconnect" between global strategic discussions and national-level implementation, leading to organizational friction and a lack of institutional memory.
Success/Positive Issues (Causal Factors)	The ILO's decision to hire 100% dedicated National Project Coordinators in Uganda and Honduras was a primary driver of success, providing a consistent "command line" that prevented the project from stalling. Full-time staffing ensured that the lead agency could maintain coordination recognised by the donor as essential for pilot success. Integrated planning workshops, though time-consuming, allowed agencies to eventually turn potential overlaps into technical complementarities.
Administrative Issues	Future multi-agency project designs must mandate and fully fund 100% dedicated inter-agency focal points in every country of operation. Efficiency is directly linked to scale; however, the fixed cost of coordination remains high regardless of project size, meaning that the "investment cost" for multi-agency alignment must be ring-fenced in the initial budget to avoid diverting technical resources.

LESSON 4 Integrating Immediate Economic Relief into Livelihood Programming

Brief description	Explore market-based mechanisms and community financial instruments to address the immediate economic opportunity cost of withdrawing children from the workforce, recognizing that direct social protection referrals are not viable where state safety nets are non-existent.
Context	Rural agricultural communities where deep-rooted poverty and immediate liquidity crises compel families to rely on seasonal child labour for survival.
Targeted users	Project Designers, Donors, and National Social Protection Ministries
Challenges (Causal Factors)	The current ToC contains an "Economic Protection Gap," assuming that long-term livelihood improvements (agronomy/mechanization) can override immediate economic necessity. State-run social protection coverage for informal agricultural workers is virtually non-existent in both countries, rendering referral-based strategies ineffective ¹⁴ . Evidence shows parents are forced to prioritize harvest income over schooling to settle outstanding debts, rendering awareness-based interventions insufficient for the most destitute
Successes (Causal Factors)	The "Protective Environment" model successfully transformed child labour into a socially stigmatised practice through community surveillance; however, this shift is unsustainable without compensatory financial support to solve the underlying poverty trigger

Administrative Issues	Future programming should explore market-based alternatives such as contract farming schemes, advance payment mechanisms through cooperatives, village savings and loan associations (VSLAs), and cooperative-level liquidity funds, rather than relying on social protection referrals that lack functional systems to connect to
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LESSON 5 Differentiating Operational Support from Institutional Dependency

Brief description	Shift governance support from donor-funded operational support (transport refunds, lunch) to institutionalised municipal co-financing models to ensure the survival of protection structures post-project.
Context	Strengthening statutory national and local child protection committees (CWCs/CONETI) within decentralized government structures
Targeted users	National Governments, Municipal Authorities, and Project Managers
Challenges (Causal Factors)	In Uganda, providing project-funded operational support (transport refunds, lunch) for coordination meetings created a pattern of dependency. This dynamic distorted the local ecosystem, as officials came to expect external facilitation for attending meetings, making it difficult for civil society partners operating without such budgets to secure government engagement, and threatening the functionality of committees once project funding ceases.
Successes (Causal Factors)	The municipalities in Honduras achieved high sustainability by formalizing budget allocations and passing ordinances to fund "Educational Bridges" care centres. This success was driven by a move toward "co-responsibility" and municipal ownership rather than aid-dependent incentives
Administrative Issues	Project implementation initially prioritised the rapid reactivation of committees through financial incentives without an early, phased transition plan toward state-funded operations

LESSON 6 Securing Commercial Guarantees for Remediation-Based Transparency

Brief description	Secure pre-competitive global agreements with buyers to prioritize investment in remediation rather than sourcing withdrawal when child labour is surfaced through project transparency
Context	Coffee cooperatives implementing Child Labour Due Diligence (CLDD) to comply with imminent EU market regulations (EUDR/CSDDD)
Targeted users	Global Coffee Buyers, Trade Federations, and National Exporters

Challenges (Causal Factors)	A critical "Transparency Paradox" exists where successful identification of labour violations risks triggering "sourcing withdrawal" by risk-averse buyers. This market behaviour penalises honesty, creating a perverse incentive for cooperatives to suppress data to protect market access
Successes (Causal Factors)	Repositioning the project as a technical provider for regulatory compliance acted as a "cross-agency data utilization" for private sector engagement, shifting the mindset from denial to an acceptance of child labour as a technical problem to be solved
Administrative Issues	The results framework focuses on "Knowledge" and "Identification" (upstream) but lacks sufficient "Remediation Funding" (downstream) to protect farming families from the economic shock of contract cancellations

Annex 17. Emerging Good Practices

PRACTICE 1 Pooled Operational Resources for Joint Field Delivery

Brief summary	Adoption of a "Pooled Operational Resourcing" formula for field workshops where agencies split costs by function (e.g., ILO funds venue, ITC provides food, FAO manages transport)
Relevant conditions and Context	Rural contexts with limited individual agency budgets and high community engagement needs (For the full evaluative analysis, see Annex 18.)
Cause-effect relationship	By pooling discrete budget lines, the consortium hosted larger, more frequent events than individual budgets would allow, maximizing direct beneficiary spend.
Impact and targeted beneficiaries	Increased participation rates from parents and farmers who required transport/food support to attend
Potential for replication	High; applicable to any multi-agency "Delivering as One" UN project operating in remote areas
Upward links to higher ILO Goals	Directly supports ILO goals of operational efficiency and UN Reform (Delivering as One)

PRACTICE 2 Community-Based Monitoring Networks and Integrated Referral Systems

Brief summary	Cross-training a single community workforce (parasocial workers in Uganda) to identify, refer, and advise on multi-agency mandates simultaneously
Relevant conditions and Context	Areas where creating new project-specific staff structures is expensive or unsustainable (For the full evaluative analysis, see Annex 18 and Table 5 under EQ17.)
Cause-effect relationship	Training provided a unified "Community-Based Monitoring Network" network where one identification leads to remediation across sectors (schooling + livelihood advice) without needing separate monitors
Impact and targeted beneficiaries	A 57% withdrawal rate (214 of 375 children) in Kalungu District and a surge in general abuse reporting
Potential for replication	Targeted at National Governments and District Authorities for inclusion in standard social worker workplans

Upward links to higher ILO Goals	Aligns with ILO's Strategic Programme Framework regarding integrated child protection systems
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The following emerging good practices synthesize successful methods implemented during the project to address operational hurdles and improve beneficiary outcomes.

PRACTICE 3 Linking Agricultural Outputs with Educational Safe Spaces

Brief summary	This practice integrates food security outputs with child protection services by utilising FAO-supported Junior Farmer Field and Life Schools (JFFLS) to provide nutritional inputs for UNICEF-managed "Educational Bridges" (safe spaces)
Relevant conditions and Context	Rural Honduran coffee-growing municipalities where harvest-season care centres were required to keep children off farms but lacked dedicated recurring budgets for food procurement.
Cause-effect relationship	By sourcing vegetables from established JFFLS, the project simultaneously addressed lack of childcare and food insecurity, incentivizing parents to use supervised centres rather than taking children to hazardous farm work.
Measurable impact and targeted beneficiaries	Demonstrated measurable results at the community level, including the reported elimination of teenage pregnancies in participating schools during the harvest period and the safe withdrawal of 266 children from labour risks.
Potential for replication	Highly replicable for area-based projects where agricultural extension and child protection components overlap in rural school-centric environments
Upward links to higher ILO Goals	Connects to ILO Decent Work Country Programme (DWCP) goals for the elimination of child labour and contributes directly to SDG 8.7

PRACTICE 4 Cross-Agency Data Utilisation for Accelerated Implementation

Brief summary	Strategic utilization of pre-existing agency beneficiary databases to "cross-agency data utilization" implementation for specialized partners joining the consortium at a later stage
Relevant conditions and Context	Applied in Uganda when the ITC joined 14 months after launch; requires high inter-agency trust and data interoperability.
Cause-effect relationship	Using FAO's database of 11 coffee cooperatives (representing 54,000 farmers) allowed the ITC to bypass the standard six-month profiling phase, preventing "audit fatigue" for farmers facing redundant profiling.

Measurable impact and targeted beneficiaries	Yielded significant savings in time and resources by avoiding redundant scoping missions and allowed the project to catch up on delayed market access milestones Primary beneficiaries were 11 coffee cooperatives, representing approximately 54,000 farmer members.
Potential for replication	Suitable for multi-agency UN consortia or large-scale ILO projects with sequential phases of technical assistance
Upward links to higher ILO Goals	Aligns with ILO strategic efficiency targets and the "Delivering as One" framework to maximise resource utilization

PRACTICE 5 Strategic Messaging Adaptation for Community Engagement

Brief summary	Shifting public communication from "child labour eradication" to "child protection and love for childhood" to secure local trust under Solution Area 5.
Relevant conditions and Context	Coffee-growing communities in Honduras where families perceived "eradication" as a direct threat to their economic survival and to the coffee culture of the new generation.
Cause-effect relationship	Rebranding softened local resistance and allowed technical teams to enter previously hostile high-risk zones by using Occupational Safety and Health (OSH) as a "soft entry point".
Measurable impact and targeted beneficiaries	Facilitated a behavioural shift among producers now willing to engage with regulations rather than hiding child workers Beneficiaries included coffee-growing families and local volunteers
Potential for replication	Necessary for projects in sectors where child work is deeply normalised or viewed as "formative training"
Upward links to higher ILO Goals	Supports ILO Fundamental Principles and Rights at Work (FPRW) by utilising social dialogue to improve labour standards

PRACTICE 6 Repositioning for EU Regulatory Compliance

Brief summary	Framing child labour identification as a technical requirement for European market access rather than a voluntary social project
Relevant conditions and Context	Imminent enforcement of the CSDDD and EUDR, creating "compliance panic" among exporters.
Cause-effect relationship	Positioning as a technical assistance provider for regulatory readiness engaged private sector actors historically hesitant to discuss labour violations, shifting mindsets from "denial" to "licence to operate"

Measurable impact and targeted beneficiaries	Secured participation from global buyers (e.g., Touton, Nestlé) and national exporters in Uganda, Honduras, and Viet Nam. Beneficiaries were coffee MSMEs and exporting cooperatives
Potential for replication	Highly transferable to sectors facing high export pressure or mandatory human rights due diligence legislation
Upward links to higher ILO Goals	Directly supports the ILO Strategy on Decent Work in Supply Chains and global Alliance 8.7 goals

PRACTICE 7 Institutionalising Service Delivery through Municipal Budget Allocation

Brief summary	Transitioning from project-funded activities to institutionally sustained services by advocating for Municipal Ordinances that mandate local government budget allocations for child protection services, creating legal obligations that survive beyond project funding cycles.
Relevant conditions and Context	Honduras (municipal level). A target municipality in Honduras, where the project successfully advocated for formal budget allocations rather than relying solely on project-funded operational support for coordination meetings.
Cause-effect relationship	By codifying child protection funding into municipal ordinances rather than relying on “political will” (which is vulnerable to electoral cycles), the project created “institutional obligation.” The municipality assumes responsibility for service delivery costs (food for Educational Bridges, supplies for care centres), while the project provides technical assistance. This division ensures the protective environment survives regardless of project funding status.
Measurable impact and targeted beneficiaries	One target municipality has budgeted funds specifically for Offices of Children and Youth, reducing dependency on external donors. Communities have demonstrated ownership through local fundraising activities during harvest launch events to support Educational Bridges. The survival mechanism ensures that even if project funding ceases, the budget line for feeding children in safe spaces remains codified in local ordinance.
Potential for replication	High. Offers a replicable model for institutionalizing child protection services within local government fiscal frameworks. Applicable to any context where municipal governments have budget autonomy and where project sustainability depends on transitioning from donor funding to local ownership.
Upward links to higher ILO Goals	Supports ILO strategy on sustainable national systems for child labour elimination; aligns with SDG 8.7 and the principle of national ownership in development cooperation.

PRACTICE 8 Vertical Coordination from Community to National Level

Brief summary	Establishing a vertically integrated coordination architecture that connects community-level child labour prevention committees (CPCTIs) through municipal and departmental structures up to the national commission (CONETI), creating an accountability chain from grassroots monitoring to national policy.
Relevant conditions and Context	Honduras (national coordination model). The project worked within existing statutory frameworks to strengthen and connect multiple levels of governance, from community-level prevention committees through the Mancomunidad Colosuca (inter-municipal association) to the reactivated National Commission for the Gradual and Progressive Eradication of Child Labour (CONETI).
Cause-effect relationship	By working from the lowest level (community CPCTIs with producers, community leaders, schools, teachers, municipal councils, and child protection institutions) to the highest level (CONETI), the project created a structure where community-level case identification feeds into municipal response mechanisms, which in turn inform departmental coordination and national policy. This vertical integration ensures that field-level realities shape national strategies while national frameworks provide legitimacy and resources to local action.
Measurable impact and targeted beneficiaries	The structure enabled curriculum tools for rural education to be developed at local level and validated by the Ministry of Education for deployment across 15 coffee-growing departments. The increase in prevention committees represents tangible institutional capacity building. Beneficiaries include community members participating in CPCTIs (producers, leaders, teachers, municipal representatives, child protection officials) and the private sector partners integrated into the coordination structure.
Potential for replication	High. The model is applicable to any context with existing but under-utilised statutory coordination bodies. Requires mapping of existing governance structures and identification of “dormant” committees that can be reactivated rather than creating parallel project structures. Particularly relevant for countries with decentralized governance systems.
Upward links to higher ILO Goals	Aligns with ILO Convention 182 implementation requirements for national action plans; supports the ILO’s emphasis on tripartite structures and social dialogue; contributes to SDG 8.7 through institutional capacity building for child labour elimination.

Annex 18. Case Study Assessments

Case Study Assessments of Synergies and Value of Joint Approaches

Evidence indicates that the joint nature of the project contributed to synergies and efficiencies that a single-agency approach would have failed to achieve. This is particularly evident in the "layering" of services and the leveraging of comparative advantages.

Case Study 1: The "Cross-Agency Data Utilization" Effect in Uganda (Coordination Effectiveness)

The value of joint delivery was highlighted through the strategic utilization of pre-existing agency databases to accelerate the implementation of partners joining the consortium at a later stage. When the ITC formally joined the project in September 2024, approximately 16 months after the other agencies began implementation, it bypassed the standard six-month scoping and profiling phase by utilising FAO's existing database of 11 coffee cooperatives. This "cross-agency data utilization" allowed the ITC to initiate due diligence readiness assessments immediately, yielding significant savings in time and resources by avoiding redundant scoping missions and preventing "audit fatigue" for the farmers within these cooperatives (whose combined membership totals approximately 54,000) who otherwise would have faced redundant profiling by multiple UN agencies

Case Study 2: Cross-Sectoral Resource Layering in Honduras (Service Quality)

The project demonstrated unique value by integrating agricultural outputs with protection needs. FAO leveraged its JFFLS to improve food security, while UNICEF established "Educational Bridges" (safe spaces for children during the coffee harvest, described in detail in Case Study 1: Educational Bridges, above). The synergy lay in using the produce from FAO's gardens to provide nutritional meals for children attending these safe spaces, an interdependence that meant children received holistic care (nutrition and protection) that neither agency could have funded or managed in isolation.

Case Study 3: Holistic Case Management (Referral Pathways)

In Uganda, the joint training of parasocial workers created a "Community-Based Monitoring Network" capable of addressing multidimensional needs. ILO and UNICEF pooled resources to train 132 parasocial workers on child labour specifically, integrating child labour modules into the national child protection training package. When a parasocial worker identifies a child in child labour (ILO mandate), they refer the child to school (UNICEF mandate) and advise the family on safer agricultural practices (FAO mandate). This integrated referral pathway ensures that identification leads to remediation across sectors, a result that a single-agency intervention focused solely on labour inspection or education would likely miss.

Case Study Assessments of Achievements Towards Expected intermediate Outcomes

The following set of five case studies illustrates the project's progress in converting outputs (activities) into intermediate outcomes (systemic changes). These examples were selected based on their relevance to the project's solution areas and their ability to demonstrate the divergence between field-level operational success and high-level strategic expectations.

Case Study 4: Honduras - "Educational Bridges" (Protection & Gender)

Context and Outputs: Addressing the high risk of child labour during the coffee harvest (December–February), UNICEF established "Friendly and Safe Educational Spaces" (EAS). Volunteers were trained in playful pedagogy, and the project successfully negotiated with the municipality to secure budget allocations for these centres.

Achievement of Intermediate Outcomes: The intervention achieved a notable behavioural shift among parents, who began prioritising child safety over the economic utility of taking children to farms. A volunteer reported that fathers, seeing their daughters safe, expressed increased motivation and productivity in their own work. Crucially, stakeholders reported an unintended positive outcome: a reduction in teenage pregnancies in participating schools during the intervention period, attributed to securing adolescent girls in supervised environments during high-risk vacation months. This finding, while compelling, requires systematic verification through health data.

Expectations for Desired Outcomes: Stakeholders expect these spaces to become a permanent municipal strategy due to local ordinances. However, expectations regarding the total elimination of child labour are tempered by the fact that without addressing the opportunity cost of lost labour, the poorest families may still be forced to prioritize income over safety.

Case Study 5: Uganda - The "Social Policing" Effect (System Strengthening)

Context and Outputs: The project trained 366 Parasocial Workers (PSWs) and 191 Local Council officials (Secretaries for Children's Affairs) across one target District, including an initial intensive cohort in two primary sub-counties, to identify and refer child labour cases, revitalising dormant Child Wellbeing Committees (CWCs).

Achievement of Intermediate Outcomes: In a target district in Uganda, the 2024 Annual Progress Report records that 214 of 375 children (57 per cent) identified in child labour in Kalungu District were withdrawn, with the remainder undergoing follow-up remediation. Field-level monitoring from three targeted sub-counties reports higher rates of up to 85 per cent for the period December 2024 to May 2025 (as reported by the district Child Wellbeing Committee), suggesting that withdrawal outcomes were accelerating in the final months of the reporting period; however, this field-level figure has not been triangulated. The referral pathway is now functional, with cases moving from village identification to district probation

officers. A headteacher noted that the “intensity” of absenteeism has reduced, with students remaining in class rather than dropping out for seasonal work.

Expectations for Desired Outcomes: There is a high expectation that PSWs will continue their monitoring role voluntarily due to high social status and commitment. However, structural sustainability is viewed with scepticism by government officials, who warn that without institutional funding to replace project allowances for committee meetings, the administrative coordination of these cases may collapse.

Case Study 6: Honduras - Shifting Norms on Adolescent Labour (Labour Rights)

Context and Outputs: Recognizing that a total ban on children's presence in agriculture was culturally rejected, the project pivoted to training cooperatives and producers on the "List of Hazardous Work," distinguishing between permissible adolescent employment and hazardous child labour.

Achievement of Intermediate Outcomes: This nuanced approach facilitated a cultural shift from "eradication" to "protection." Stakeholders reported that producers are now willing to engage with regulations rather than hiding child workers. Cooperatives have implemented internal inspection protocols to ensure no children under the minimum age are hired, driven by the need for certification.

Expectations for Desired Outcomes: The expectation is that producers will sustain compliance due to external market pressures (certifications and EU regulations). However, there is a lower expectation that this compliance will naturally cascade to small, uncertified producers who operate outside formal supply chains and remain the highest-risk group.

Case Study 7: Uganda - Livelihoods and Inclusion (Agriculture)

Context and Outputs: FAO mobilised farmers through the District Farmer's Association for training on agronomy, mulching, and intercropping via Farmer Field Schools (FFS).

Achievement of Intermediate Outcomes: Farmers are adopting better practices, and notably, the project achieved a rare instance of disability inclusion by specifically targeting persons with disabilities within these farmer groups. This suggests the "Integrated Area-Based" approach can successfully layer social inclusion onto economic interventions.

Expectations for Desired Outcomes: While the project expects increased yields to reduce the economic necessity of child labour, some stakeholders have expressed low confidence that this technical training alone will achieve the desired outcome of poverty reduction. They cite a lack of rigorous financial analysis regarding farm-gate prices and power dynamics, arguing that without addressing these structural economic factors, yield improvements may not translate into sufficient household income to end child labour.

Case Study 8: Uganda - Pre-Competitive Collaboration (Responsible Supply Chains)

Context and Outputs: The ITC conducted "Due Diligence Readiness Assessments" with 11 coffee cooperatives, with a combined membership of approximately 54,000 farmers, to prepare them for EUDR compliance.

Achievement of Intermediate Outcomes: The project successfully aligned its tools with the private sector's existing "Child Rights Monitoring and Remediation System" (CRMRS), preventing "audit fatigue" among farmers. Cooperatives have begun digitizing farmer profiles to meet traceability requirements, moving from awareness to operational readiness.

Expectations for Desired Outcomes: Private sector partners expect the project to secure their "licence to operate" in European markets. However, a significant risk to the desired outcome was identified: some stakeholders expressed concern that increased reporting of child labour cases, which is itself a sign of a functioning monitoring system, could be misinterpreted by international buyers as a deteriorating situation if not accompanied by structured remediation frameworks. While HREDD principles are designed to promote continuous improvement rather than punitive disengagement, and private sector actors are beginning to co-invest in compliance measures, the risk that transparency is penalized rather than rewarded remains a consideration that the project will need to manage proactively.

Case Study 9: Honduras - JFFLS

Context and Strategy: In Honduras, the CLEAR Supply Chains project identifies the "vulnerability window" for adolescents aged 14 to 17, who face the highest risk of engaging in hazardous work during the coffee harvest. To address this, FAO implemented the JFFLS methodology. This approach moves beyond simple agronomy by integrating technical agricultural training with essential life skills and child protection modules developed in collaboration with UNICEF.

Implementation and Achievements

- **Holistic Curriculum:** The JFFLS combines climate-smart agricultural practices, such as sustainable mechanization to reduce physical drudgery, with "soft skills" focused on child rights and safety.
- **Reaching the Vulnerable:** During the 2024 harvest season, the programme reached 266 children, effectively engaging young women even in contexts where they lacked traditional land ownership.
- **Strategic Entry Point:** By using OSH as a "soft entry point," the FAO successfully engaged producers and families who were initially resistant to the concept of "labour eradication".

- **Policy Influence:** The success of this model allowed the FAO to contribute directly to the design of the new **National Youth Policy** in Honduras, ensuring child labour prevention is a permanent fixture of the national youth agenda.

Sustainability and Market Alignment The JFFLS serves as a MVP for replication. It aligns with the emerging **EU CSDDD** by preparing youth for decent work in a regulated market while stabilizing household income through improved agricultural productivity.

Case Study Assessments of local operational efficiencies

Based on the comprehensive review of the transcripts and field reports from Uganda and Honduras, here are case study examples illustrating local operational and resource efficiencies achieved through joint agency coordination. Tangible operational efficiencies have been achieved at the sub-national level by converting potential duplication into cost-sharing and resource leveraging.

Case Study 10: Pragmatic Inter-Agency Operational Cost-Sharing and Infrastructure Leveraging (Honduras)

Context and Rationale The CLEAR Supply Chains project operates in remote rural areas where individual agency budgets for community engagement and workshops are often highly constrained. Establishing new, standalone infrastructure for child protection or specialized training is frequently prohibitively expensive and unsustainable. To address these financial and logistical barriers in Honduras, the project prioritised a strategy of pooling discrete agency resources and leveraging existing community assets

The Intervention Model Implementing agencies, including the ILO, FAO, UNICEF, and ITC, developed a pragmatic "Pooled Operational Resourcing" formula to synchronize field operations. This model involves the sequential layering of mandates and costs: typically, the ILO funds venue hire for joint workshops, the ITC provides catering, and the FAO manages the transportation of beneficiaries from remote zones. Simultaneously, the project integrated agricultural and protection outputs by utilising FAO-supported JFFLS to provide nutritional inputs for UNICEF-managed "Educational Bridges" (safe spaces) operating in existing school facilities during harvest vacations

Observed Outcomes

- **Operational Efficiency:** The cost-sharing formula allowed the consortium to host larger and more frequent community events than individual budgets would permit, while significantly reducing duplicative administrative overhead.
- **Resource Efficiency:** By utilising FAO-supported JFFLS, children in safe spaces were fed without requiring a new, external food procurement budget
- **Stakeholder Testimony:** School directors confirmed that gardens implemented with FAO contribute directly to school lunches for children and girls. Project staff noted that this collaborative logistics approach is essential for ensuring beneficiaries arrive at and are supported during training sessions.

Strategic Implications. This case study demonstrates how a multi-agency "Delivering as One" model can convert potential budgetary fragmentation into an operational dividend. By layering food security with child protection services, the project addressed the dual drivers of child labour (lack of childcare and food insecurity) within a single, cost-efficient delivery hub. This approach mitigates the "coordination tax" by maximizing direct beneficiary spending through shared logistics.

Sustainability and Replicability. The pooled resourcing model represents one of the project's clearest proof-of-concept results for a subsequent phase. However, its sustainability is constrained by its informality: the cost-sharing formula functions on the basis of negotiation per event, with no codified standard operating procedure in the consortium's operational manual. The integration of JFFLS gardens with Educational Bridges safe spaces depends on FAO's continued agricultural extension presence in the target municipalities, and the model's replicability in new contexts is contingent on the availability of pre-existing community infrastructure (schools, cooperative facilities) to serve as shared delivery points. The absence of documented protocols makes this model vulnerable to staff turnover and institutional memory loss.

Case Study examples of sustainability

Based on the evaluation findings, the most relevant examples of sustainability mechanisms established by the CLEAR Supply Chains project involve a combination of permanent structural reforms and community-led behavioural shifts in both Honduras and Uganda.

Case Study 11: Institutionalisation of Municipal-Led Funding for Child Protection (Honduras)

Context and Rationale: In the coffee-growing regions of Honduras, local harvest-season care centres historically lacked recurring funding, relying instead on temporary external support. The project prioritised the institutionalization of these services within local government frameworks to ensure an "Exit Strategy" from aid dependency.

The Intervention Model: The project established formal agreements with municipalities. In a specific municipality, the project supported the creation of local ordinances that mandate a permanent percentage of the municipal budget be allocated to sustain "Educational Bridges" (safe spaces for children during harvest). This model transitions the financial burden from external donors to the state, embedding child protection into permanent local development plans.

Observed Outcomes

- **Structural Change:** Formal budget lines and municipal ordinances are now in place, securing the long-term survival of protection infrastructure.
- **Sectoral Integration:** The IHCAFE established a permanent Social Compliance Unit to oversee human rights policies beyond the project's lifespan.

Case Study 12: Shifted Community Norms and Statutory System Strengthening (Uganda)

Context and Rationale Sustainability in Uganda depended on overcoming cultural norms that viewed child labour as "vocational training" and revitalizing dormant statutory child protection structures that lacked a community-level workforce.

The Intervention Model: The project trained 366 Parasocial Workers deployed across 175 villages in one target District, supported by 191 Local Council officials (Secretaries for Children's Affairs) with statutory child welfare mandates, for a total community-based workforce of 557 actors. These volunteers were integrated into the agendas of district Child Wellbeing Committees (CWCs), which now coordinate referral pathways monthly. To ensure these efforts persist, local government is considering the formal embedding of these parasocial workers into the district workforce and budget.

Observed Outcomes

- **Behavioral Change:** Community vigilance has transformed child labour into a socially discouraged and stigmatised practice. Parents now reportedly "fear to secretly use their children" on farms due to the established reporting structures.
- **Replication via National Streams:** The District Production Department began integrating the project's Farmer Field School approach into the national Parish Development Model (PDM), ensuring activities are funded through existing government development streams.