



## ***Terms of Reference External End Term Evaluation Stop Child Labour – Getting Down to Business Programme***

### **1. Introduction**

These Terms of Reference concern the End Term Evaluation of the programme “Getting Down to Business: Accelerating joint action towards a child labour free world”. This programme is implemented by the Stop Child Labour coalition (SCL). The funding for this programme was granted by the Dutch Ministry of Foreign Affairs in May 2017 for a period of 2 years, from July 2017 to June 2019 with a total budget of EUR 2 million. The programme is coordinated by Hivos as part of the Stop Child Labour coalition.

The *Getting Down to Business* programme focuses specifically on changing policies and practices of international and national companies and CSR initiatives towards including a community-based approach towards the elimination of child labour. Efforts to realise this include linking companies and CSR initiatives to existing child labour free zone (CLFZ) projects and/or supporting them in setting up community-based projects in collaboration with Stop Child Labour (SCL) local partners. Another element of the programme is inspiring, engaging and convincing key stakeholders of the value of the CLFZ and community-based approach in order to increase pressure on companies, CSR initiatives and other relevant actors to change their policies and practices.

The objective of this evaluation is to reflect on the results, implementation, and design of the Getting Down to Business programme and to provide stakeholders with recommendations to ensure the sustainability of the results and to provide recommendations for further upscaling and/or adjustment or innovation of the Stop Child Labour approach. This evaluation will also include a sustainability element that will assess CLFZs that have been established under earlier programmes. The aim is to identify key factors and challenges that may hamper sustainability of the CLFZ after a certain period of time.

### **2. Programme background**

#### **2.1 Overview of the Stop Child Labour coalition**

Stop Child Labour is a coalition of six NGOs and trade unions that share the following vision for the eradication of child labour:

*“No child should work. Every child has a right to education, to play and to enjoy his or her childhood. A world without child labour is possible if everyone abides by these principles. By working together, seemingly insurmountable challenges such as poverty and inadequate or inaccessible education can be overcome.”<sup>1</sup>*

The Stop Child Labour coalition aims to achieve this vision in two interlinked ways:  
1) Working towards good quality formal education for all girls and boys and decent work for adults, particularly by promoting a community-based approach towards the creation of child labour free zones.<sup>2</sup>

2) Working towards child labour free supply chains and sectors by engaging and collaborating with businesses and CSR initiatives and other relevant stakeholders.<sup>3</sup>

Stop Child Labour started small, inspired by the successful experience of our partner organisation MV Foundation in India, and in recent years has developed into a global movement with partners and projects in Asia, Africa, Latin America and Europe. In 2018 the SCL coalition celebrates her 15<sup>th</sup> anniversary. Today there are more than 25 partners around the world that have successfully established and/or work towards the creation of child labour free zones. These partners have been able to inspire and influence other stakeholders and policymakers at the local, national and international level. Furthermore, our unique community-based approach – which was initially based on relatively stable rural settings – has shown to be successful in diverse contexts, such as areas with high migration levels, urban areas, poverty-ridden areas and conflict areas.

### **Child labour free zones**

A child labour free zone is a specific area – such as one or more villages, a neighbourhood or a plantation – where people cooperate to eliminate child labour from the community. Teachers, local authorities, village heads, employers, parents and children in these zones work together to get children out of work and into school. Government agencies, youth clubs, women's organisations, parent councils, union and employer's associations organise activities such as public meetings, radio talk shows, sports events and games and visit families to discuss the basic rights of children. Adults learn how they can make ends meet without the income generated by their children, for instance by participating in savings and loan groups, generating new sources of income and doing the work their children did against a better wage. Over time, child labour progressively becomes less tolerated in these communities and their attitudes shift: all children go to school and adults work. That is how it should be.

*More information? Visit [www.stopchildlabour.eu/child-labour-free-zones](http://www.stopchildlabour.eu/child-labour-free-zones)*

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<sup>1</sup> For more information on the Stop Child Labour vision and mission, see [http://www.stopchildlabour.eu/assets/16-04-SCL-brochure\\_UK-WT\\_online-1.pdf](http://www.stopchildlabour.eu/assets/16-04-SCL-brochure_UK-WT_online-1.pdf)

<sup>2</sup> For more information on the Stop Child Labour community-based approach, see our Handbook 5x5 stepping stones for creating CLFZ: [http://www.stopchildlabour.eu/assets/SCL\\_CLFZ\\_handbook\\_FINAL\\_LR\\_complete.pdf](http://www.stopchildlabour.eu/assets/SCL_CLFZ_handbook_FINAL_LR_complete.pdf)

<sup>3</sup> For more information, see the Stop Child Labour Action Plan for Companies to Combat Child Labour: <http://www.stopchildlabour.eu/assets/2015/06/actionplanchildlabour.pdf>

Since 2014, SCL has increasingly started to engage with companies, CSR initiatives, policymakers and other stakeholders to get them on board in embracing the SCL approach to tackle child labour. At both national and international level, private sector actors are becoming interested in our vision and approach. In specific sectors, SCL has managed to establish strong partnerships between local SCL partners, companies, CSR initiatives and regional or national policymakers.<sup>4</sup>

## **2.2. Programme Rationale**

Although important steps have been made, there was still much ground to be covered when it comes to effectively combatting child labour in supply chains and ensuring that children working in these supply chains are guided from work to education. The measures taken by the private sector up until now to ensure no use of child labour have not solved the issue, but rather have often caused a shift of child labour to other parts of the supply chain and to other sectors and regions. It is also noted that supply chain actors are hiding (risks of) child labour and are frequently reluctant to cooperate in working towards real improvements, including traceability and transparency. Building trust with companies and their suppliers and convincing them to partner with SCL took time but has increasingly been effective. With the Getting Down to Business programme, SCL moves forward upon these foundations and continues her collaboration with companies and private sector initiatives to truly establish mutual commitment and realise sustainable results together where it comes to tackling child labour.

## **3. Programme objectives and strategies**

The overall objective for this specific programme is as follows:

“Companies and CSR initiatives include a community-based approach towards getting all children out of work and into formal quality education in their policies and practices, which is subsequently promoted and strengthened by governments, policymakers and (inter)national organisations.”

The aim is to achieve this overall objective through the following sub-objectives:

- A. Companies and CSR initiatives support and strengthen community-based projects to effectively prevent and eliminate (risks of) child labour in their supply chains (thereby contributing to the creation of CLFZ).
- B. Key stakeholders actively promote and support the community-based approach and the elimination of child labour by convincing companies and CSR initiatives – based on ground-level evidence – to take action at the regional and (inter)national level.

In this programme, SCL will work with companies and CSR initiatives in the following sectors: natural stone (India), coffee (Uganda), gold (Mali), garments (India), footwear (India) and vegetable seeds (India).

The following intervention strategies and activities are planned to realise the above-mentioned sub-objectives:

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<sup>4</sup> Our approach and activities are guided by international treaties and guidelines such as: The International Convention on the Rights of the Child (ICRC), ILO Convention 138 concerning the minimum age for the admission to employment and ILO Convention 182 on the prohibition and immediate action for the elimination of the worst forms of child labour, the UN Guiding Principles for Business and Human Rights and the OECD Guidelines.

*A. Companies and CSR initiatives support and strengthen community-based projects to effectively prevent and eliminate (risks of) child labour in their supply chains (thereby contributing to the creation of CLFZ)*

This requires fact-finding, preferably in a multi-stakeholder effort, relationship-building and increasing trust with companies and CSR initiatives. The aim is to convince companies and CSR initiatives to either join existing child labour free zones (CLFZ) or new CLFZ set up by SCL local partners and government structures. This is in line with the due diligence that companies are already expected to do, including consulting local stakeholders to identify and remediate risks of child labour in the full supply chain. However, companies are also expected to go beyond carrying out a thorough due diligence process to create larger positive impact. For the private sector to address these risks effectively, it should cooperate with local governments and other actors and work towards access to quality education for all children, including bridge education for children moving out of work and into school.

The three main strategies to reach this objective are:

- 1) To ensure that international and national companies and/or CSR initiatives have improved their policies and practices towards the elimination of child labour and workers' rights violations through either the implementation of activities and/or the inclusion of specific strategies in their policy documentation/tools.
- 2) To create new and/or strengthen and upscale existing child labour free zone projects in collaboration with companies and CSR initiatives.
- 2) Conducting (joint) research to gain more insight into the production process, the actors involved (traceability), the local situation regarding child labour and education and the risks of having child labour involved at each level in the supply chain (due diligence).

*B. Key stakeholders actively promote and support the community-based approach and elimination of child labour by convincing companies and CSR initiatives – based on ground-level evidence – to take action at the regional and (inter)national level.*

As SCL, we strive to convince a selected set of actors/stakeholders of our vision and approach, hoping they will in turn help to create a spreading effect. Preventing and eradicating child labour and ensuring education for all children is not something we or others can achieve alone. National governments, (inter)governmental and international organisations such as the ILO, UNICEF, FAO and UNESCO all have an important responsibility. Involving these different actors will influence institutional policies to mainstream the community-based approach to tackle child labour. Consequently, this will create leverage to convince companies and CSR initiatives to change their policies and practices.

The three main strategies for achieving this objective are:

- 1) To ensure that more (international) organisations and/or local authorities adopt the CLFZ approach or related strategies to eliminate child labour in their policies and tools and/or are supporting one or more activities/projects in that context
- 2) To ensure that child labour, and particularly the community-based approach, remains high on the Dutch government's agenda and increasingly becomes a well-recognised approach by the EU.
- 3) Further steps towards an effective inclusion of anti-child labour measures in public procurement are taken by the Dutch national government and local (mostly municipal) authorities.

## 4. The evaluation

### 4.1 Objective of the evaluation

The main objectives of the evaluation are:

- 1) To reflect on the results, implementation, and design of the Getting Down to Business programme, specifically focusing on the engagement with CSR initiatives and companies.
- 2) To provide recommendations for the continuation of the achieved results and sustainability of the CLFZs in the future.
- 3) To provide recommendations on possible innovations and scalability of results of collaborations with private sector actors.
- 4) To conduct a review of a selection of CLFZ that have been established in previous programmes and provide concrete recommendations on how to improve sustainability and monitoring of sustainability

The intended users for the findings of this evaluation are the coalition members and local partners of Stop Child Labour. The findings of this evaluation can be used in at least three ways:

- To learn from and improve future programmes and interventions
- To account for the results of the programme to participating partner organisations and to the back donor;
- To use the recommendations to ensure maximum sustainability of results and to strengthen and expand the SCL programme.

### 4.2 Scope of the evaluation

This evaluation focuses on:

- A. The effectiveness of the overall programme and implemented projects in the different countries
- B. The relevance of the programme's objectives and approach in different contexts
- C. The efficiency of the coalition and governance & coordination structures of the programme.
- D. The impact of the programme at the level of end beneficiaries
- E. The sustainability of the results of this programme and CLFZ from earlier programmes

The definitions of the evaluation criteria used in these Terms of Reference are in line with the OECD/DAC definitions for evaluation.

As there is already much documentation available, not in all cases primary data collection will be necessary to answer the evaluation questions. The documentation that will be made available after contract signing, will include: the overall programme proposal of Getting Down to Business, sub-project proposals, baseline studies, bi-annual reports of partners, annual SCL reports, M&E database, external evaluations of Omar's Dream programme (2016, focus on CLFZ) and the Out of Work programme (2017; focus on working with companies and CSR initiatives). Based on these documents, the evaluators are expected to further concretize in the inception report how they expect to use the available data at hand and on what aspects additional data collection will be needed.

Country studies will need to take place in India and Uganda. As there is only 1 project taking place in Mali under the Getting Down to Business programme, and coalition partner Kinderpostzegels has recently conducted an impact study of the projects there (including the GDtB funded project), evaluation of the activities in Mali will need to be based on secondary data sources. In Uganda, the country visit should cover both projects taking place there, being: (1) Upscaling of CLFZ in West Nile, Uganda and (2) the SCL Uganda Platform. In India a purposeful sample of projects to be visited will need to be made in consultation with the Stop Child Labour Coalition.

Of the 112 CLFZ that have been set up under previous programmes, it is suggested that the evaluation team visits at least 15 of these during the country visits to Uganda and India. The evaluation team can also make use of the impact/sustainability studies of the CLFZ, that have been carried out by Kinderpostzegels of their CLFZ project in Ethiopia and Mali (research carried out mid-2018). Furthermore the evaluation team can make use of the sustainability research carried out by the evaluation team of Adante, who carried out a study of the CLFZ projects in India in 2015.

### **4.3 Evaluation questions**

The evaluation will need to answer the following evaluation questions. These are to be further developed and defined in the inception phase of the evaluation in consultation with key stakeholders and the evaluation team.

#### **A. Effectiveness:**

- 1) To what extent has collaboration with SCL in multi-stakeholder initiatives and dialogues led to companies and/or CSR initiatives to improve their policies and practices towards the elimination of child labour and workers' rights violations? What have been challenges in these collaborations and how have they been dealt with?
- 2) To what extent have companies and CSR initiatives supported and strengthened community-based projects (among which CLFZ) to effectively prevent and eliminate (risks of) child labour in their supply chains?
- 3) To what extent have these multi-stakeholder partnerships led to the successful creation of child labour free zones?
- 4) To what extent have the partner organisations effectively advocated for the desired change and liaised with relevant national, regional, and international stakeholders?
- 5) To what extent have gender and context specific issues such caste and migration been identified and taken up specifically by the project implementers? What are the limitations and shortcomings in these cases and how can they be overcome?
- 6) Have the advocacy and lobby activities of the programme led to increased support from policy makers and international organisations for child labour free zones as well as child labour free supply chains internationally?
- 7) What have been unexpected outcomes of the 'Getting Down to Business' programme?

#### **B. Relevance**

- 8) Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives?

- 9) To what extent did the programme leave space for adjusting programme activities to changing contexts – if necessary?
- 10) Have the different programme components (implementation of child labour free zones, engagement of key stakeholders, political and corporate lobby at national and international level) reinforced each other in achieving the overall aim of Stop Child Labour and how has this been done? What were challenges and how have they been addressed?

C. Efficiency:

- 11) To what extent did the governance (coalition set-up), coordination structures, M&E procedures and tools and the grant management structure (division of labour between coalition partners in terms of partner's support) contribute to or hamper the achievement of the objectives?
- 12) Have the capacities of the different coalition members and southern partners been used optimally in the achievement of the objectives?

D. Impact

- 13) To what extent have the collaborative efforts of all partners in the project areas led to less children working and more children attending education in the child labour free zones?

E. Sustainability

- 14) Is the commitment of stakeholders (government, local authorities, village authorities, companies) in the project areas strong enough to ensure that the child labour free zones will be capable of continuing without external support? If not, what type of support is still needed?
- 15) To what extent are the CLFZ that have been established under previous programmes still thriving? What are specific points that are key in this aspect and which of these should receive more attention in ensuring sustainable CLFZ?

#### 4.4 Evaluation methodology

The evaluation methodology and design will be developed by the evaluator(s) in close collaboration with the Stop Child Labour evaluation committee during the inception phase of the evaluation (see 4.9 tentative timeframe). The evaluation questions mainly call for qualitative methods, preferably an outcome harvesting approach.

The evaluator(s) are requested to formulate a brief overview of the proposed methodology based on the evaluation questions and objective of the evaluation. On the basis on available documentation the evaluator(s) are then requested to further elaborate on methodology, tools and timeline in an inception report. The evaluator(s)' gender sensitivity and awareness is supposed to be methodologically integrated in the process.

Some aspects can be already mentioned here that might be helpful in the development of the proposed methodology.

#### Use of data

Depending on its confidential status, the Stop Child Labour coalition will make all relevant documentation available to the evaluator(s). During the inception phase of the evaluation it should

become clear which evaluation questions can be answered using existing data (that is already available, or will become available in the course of the evaluation period) and which additional data collection is required.

#### Participatory approach

As SCL is a coalition of different partners both in the North and in the South who work with a wide range of different stakeholders, SCL values a participatory approach for the external evaluation to ensure that different perspectives and perceptions are taken into account at various stages of the evaluation process. This will ensure relevance for and increased ownership of the evaluation findings by the different stakeholders (e.g. coalition members, partner organisations and MoFA). Therefore it is crucial that the evaluation will start with an inception phase during which key stakeholders can provide input for the final evaluation plan.

#### Intended and unintended results

Concerning the assessment of performance, SCL is not only interested in the achievement of intended but also in capturing possible unintended (positive or negative) effects of the programme, including an analysis of the implications thereof for future programming.

### **4.5 Evaluation principles**

The following principles will guide the evaluation: transparency, partnership, openness, cost-effectiveness, gender awareness and cultural sensitivity. The evaluators are expected to follow appropriate (local) research ethics and procedures, especially there where they are dealing with young and potentially traumatized children.

### **4.6 Expected outputs**

#### ❖ Inception Report (including evaluation work plan)

The evaluation will start with an inception phase in which the selected evaluator(s) elaborate the original proposal, on the basis of documentation provided and interviews with stakeholders.

The inception report should include the following elements:

- Detailed description of methodology, data gathering methods and sampling procedure for selection of country cases.
- Detailed plan, timeline and budget
- Methodological challenges and how these will be taken into account

The inception report will need to be approved by the SCL evaluation committee.

#### ❖ Evaluation report

The evaluation report is expected to include the following;

- An executive summary
- The objectives as stated in the Terms of Reference
- A justification of the methods and techniques used, including any limitations of the evaluation
- Presentation of the findings, their analysis, conclusions, lessons learned and recommendations concerning the evaluation questions.



- Final conclusions & recommendations

Both coalition members as well as southern partners will be asked to provide feedback before the final evaluation report can be approved.

❖ Presentation of findings

The evaluator(s) are expected to provide a presentation of the evaluation findings, respond to feedback and questions and discuss the findings with the coalition and programme partners. This presentation will take place in the Netherlands.

#### 4.7 Requirements of the evaluation team

SCL would like to contract a team of evaluators that consists of a lead evaluator, who is end responsible, plus at least two co- evaluators. The full team should together have experience and expertise in the following areas:

- Evaluation expertise of multi-stakeholder, multi-country programmes
- Evaluation expertise in evaluating activities related to ICSR policy and practices
- Evaluation expertise in evaluation lobby and advocacy activities.
- Subject matter expertise, in terms of child labour, education and understanding of the social dynamics involved in the CLFZ approach, as well as in terms of CSR approaches and dynamics.
- Track record of evaluations in Africa and India.
- Experience with different qualitative evaluation methods, including outcome harvesting.
- Capacity and flexibility to implement in-depth case studies in the countries selected.
- Fluent in English and Dutch language.

#### 4.8 Management Arrangements

Stop Child Labour will set up an evaluation committee that is responsible for:

- Assessing the proposals and selecting the evaluation team
- Providing feedback on the inception report, including evaluation plan
- Overall coordination
- Approval of final evaluation report

Feedback on the draft final report will be collected from all partners subject to this evaluation.

#### 4.9 Tentative timeframe

October, 29 <sup>th</sup> , 2018:	Deadline for receiving proposals
November, 2018:	Selection of winning proposal and
November, 2018:	Contract signed with evaluation team
15 <sup>th</sup> of January, 2018:	First draft of Inception Report
31 <sup>th</sup> of January, 2018:	Deadline for final inception report
February – May 2019:	Implementation of field visits and report writing
6 <sup>th</sup> of May, 2019:	Deadline for draft Evaluation Report
20 – 24 May, 2019 (tbc):	Presentation/Dissemination of draft Findings during End-Term Meeting
3 <sup>th</sup> of June, 2019:	Deadline for Final Evaluation report

#### **4.10 Budgets and payment methods**

The total costs for this End of Term Evaluation will not exceed EUR 60,000 (incl. VAT). This amount includes fees for the full team including taxes and social funds, administrative costs, travel and accommodation during travelling, communication costs. The fees are calculated for the entire assignment, so including planning, preparation, info collection, travelling, interviews, report writing, report revision, editing and finalization of the assignment, as well as dissemination of report findings. Any required unplanned additional costs in the framework of this assignment are subject to prior approval from Hivos. Fees will be paid according to the following schedule: 30% upon approval final evaluation plan, 40% upon receipt draft report, and 30% upon approval of the final evaluation report & presentation of results.

#### **4.11 Proposals**

Stop Child Labour would like to invite interested lead evaluators to submit a proposal in the form of a short outline of the work plan of approximately 1000 words covering the entire Terms of Reference. The proposal should include the lead evaluator's CV, two references, a sample of the lead evaluator's work, a short outline of the work plan and proposed budget, and the CVs of the envisioned co-evaluators. If necessary, Stop Child Labour may at a later stage suggest names of co-evaluators to complete the team.

Besides showing the presence of the team requirements as presented under 4.7, the proposal should show:

- Correct understanding of the Terms of Reference,
- Creative approach towards answering the Evaluation Questions, particularly showing which evaluation methods will be used, how data can be collected at community level, how cases will be compared, and how the 'attribution' question will be addressed.

Proposals must be sent by email no later than October 29<sup>th</sup>, 2018 to:  
Stop Child Labour, Design, Monitoring, Evaluation and Learning officer  
Jolijn Engelbertink  
jengelbertink@hivos.org

Applicants will receive a response by 15<sup>th</sup> of November 2018.