

Terms of Reference for the Mid Term Review for the Work No Child's Business Programme

Summary

Assignment: Facilitate a **participative mid-term review** of the Work No Child's Business Programme and provide the Alliance Members an 'outsiders perspective' on achievements, the quality of our work, and the way we collaborate, and learn.

Key Stakeholder of the Mid Term Review: WNCB Alliance Partners, Dutch Ministry of Foreign Affairs.

Commissioner: This assignment is commissioned & managed by the MEAL expert of the WNCB programme: Reinout van Santen who works for Hivos.

Profile: Who are we looking for? The assignment will be contracted to an institution (consulting firm, research institute, university, a vendor with similar capacities) which will offer a core team of evaluators.

Timeframe: start End of May – till final report end of August.

Methodology summary: Theory of Change, Outcome Harvesting, Interviews, Focus Group Discussions and Desk Research.

Location: A visit to each partner country by a member of the consultancy team is required.

Who do I call for Questions: From 25 April till the 6th of May please reach out to Akky de Kort: +31628207980. From May 10th till May 12th please call Reinout van Santen: +31616504868.

Application and deadline: Interested candidates of the assignment are expected to provide the following documentation before **May 12, 17:00 Central European Summer Time (CEST)** to reinout.vansanten@wncb.org



Save the Children



| for every child



CHILD LABOUR

School is the best place to work

1. Background

The Work: No Child's Business (WNCB) Alliance is seeking to hire an international consultancy team to facilitate a **participative mid-term review** of its WNCB programme.

The WNCB programme aims to ensure *that children and youth are free from child labour and enjoy their rights to quality education and (future) decent work, hereby contributing to Sustainable Development Goal 8.7*. Project teams from various WNCB Alliance members collaborate in **Côte d'Ivoire, India, Jordan, Mali, Uganda and Vietnam, and the Netherlands**, to address root causes of child labour through an integrated approach; they support children to stop working and empower them to pursue an education in a supportive environment with quality formal education and, if relevant, bridge schooling. The main project partners are the Stop Child Labour Coalition, Unicef Netherlands and Save the Children Netherlands¹. It is funded by the Netherlands Ministry of Foreign Affairs (MoFA).

Our integrated approach combines the **supply chain approach** with an **area-based approach** and/or strengthening of **child protection systems** and **lobby and advocacy** (L&A) at local, national and international level. We thereby target the entire community including children, parents, teachers, and the private sector, as well as governments.

The Theory of Change² of the programme contains four 'strategic pathways which are:

1. Child empowerment and Community-based approach: *Empower children, communities, and families to prevent and address child labour*
2. Lobby, Advocacy and System strengthening in partner countries: *Local and national authorities to enforce relevant laws and to implement relevant policies and social services*
3. Supply chain approach: *work with private sector to create responsible companies in (inter)national supply chains*
4. Lobby and Advocacy at International level: *EU/Dutch government and international/multilateral organisations to act in support of the elimination of child labour and full-fill their duty to protect*

2. Rationale, Purpose, and Scope

We have planned three MTR's which will be conducted in parallel. This commissioned **MTR** will review the process of the implementation of the programme in the **six partner countries**. It will also review the work that is conducted by working groups in the Netherlands. The review is foreseen to be mostly participative in nature.

The purpose of this participative MTR is to facilitate a discussion among local and international partners and collaboratively review how we can:

- *remain accountable towards communities we aim to serve (beneficiaries);*

¹ Annex 3. Governance structure and overview of the Partners in each country.

² The complete narrative summary and outcome mapping of the **Theory of Change** can be found in **annex 1** of this ToR. More information on the **'area based approach, child protection system strengthening, the supply chain approach** and our **L&A approach** can be found in **annex 2**.

- *reinforce collaboration between partners to achieve planned outcomes effectively and efficiently (at local level and internationally);*
- *Identify opportunities for replication and up-scaling during and after the programme has ended;*
- *Consider the effects of the Covid19 pandemic on child labour and mitigate its effects.*

The scope of the MTR is to zoom in on implemented plans and reported outcomes of the six implementation countries as well as the working groups in the Netherlands. More specifically, the review will facilitate a discussion among partners about: *reported outcomes to date, observed emerging/heightened child labour risks due to the pandemic (e.g., reduced access to Education), the scale of implementation in relation to identified problems in the communities, the link between field practices and the international strategy and the level to which we succeed in (collaboratively) strengthening our approaches.*

This **participative MTR** aims to complement the two other MTRs. These two MTRs (already being executed by other consultants) focus on the existing toolsets and methods which are part in the WNCB MEAL protocol. As part of these MTRs, our country project partners will receive support from an international consultant to conduct qualitative research in their target communities through the **SenseMaker** methodology. In addition, local consultants are being hired to measure a set of ‘Key Performance Indicators’ through **household surveys** and **tracer studies**.

3. Objectives and Evaluation Questions

Our overall objective is to improve our programme implementation by identifying good practices and lessons through participative review process in which specific attention is given to the specific objectives in the table below:

Objective	Suggested research question(s)	Quality Criteria link ³
1. To review the response and identify inspiring practices of Alliance partners to arising child labour risks because of the Covid-19 pandemic in the context of each WNCB focus country	What part of the implementation are partners proud of? What significant outcomes have been reported and how do these outcomes relate to the programmes Theory of Change?	By reviewing our harvested outcomes collaboratively, we aim to understand how effective we are towards our theory of change, and if we will have sustainable impact in our target communities.

<p>2. To assess the relevance and the scale of the programme’s interventions in each focus country in pursuit of contributing to WNCB programme-wide objectives</p>	<p><i>To what extent are plans sufficiently context specific? Have assumptions on root causes been assessed adequately? How appropriate are country plans to address problems in each context? Has the impact of the Covid 19 pandemic been sufficiently considered?</i></p> <p><i>What are opportunities and challenges to bring the project to scale? What are good practices and challenges in combining our programme approaches (Area based approach, child protection system strengthening, supply chain approach and L&A)?</i></p>	<p>By assessing in what way our plans and reported outcomes are relevant for the communities, we can better understand the complete scope of our strategies and assess if our strategies are sufficiently efficient.</p>
<p>3. To assess (in a participatory manner) the complementary nature of the in-country collaboration of Alliance partners in sustainably supporting vertical (intensification) and horizontal (replication) scaling efforts</p>	<p><i>To what extent are partners working coherently towards the ToC objectives? Do partners align their work, and is the project brought into line with ongoing work of key stakeholders? What have been bottlenecks to coherently implement our project and how have these been overcome?</i></p> <p><i>Are project partners learning and adapting? Is MEAL data from baselines, and reports used to finetune and/or adapt the project strategies? Are partners changing or innovating the way they work? How and what are they innovating? Have they been using examples from each other, or other programme contexts?</i></p>	<p>By assessing if partners work in coherence and in collaboration with key stakeholders we assess if our strategies are efficient and sustainable.</p>
<p>4. To establish a benchmark and identify opportunities for in-country teams in their efforts to meet minimum quality standards and indicators in Community Engagement and Accountability (CEA)</p>	<p><i>Are we adhering to minimum standards of Community Engagement and Accountability? What have project teams done to make communities aware about the project objective and strategies? How are communities able to influence project design/planning? How are partners accountable to communities (by informing them about project progress)? Is there a feedback and complaints system in place, and how is this used?</i></p>	<p>By understanding if we adequately engage with communities and are accountable to them about project achievements, we can learn how our work can remain relevant towards the second phase of the programme.</p>

4. Methodology & Approach

As mentioned, this participative MTR is part of a set of programmatic MTR activities and will strongly focus on the implementation process, and the extent to which we are accountable towards communities. The suggested methodologies to fit the existing MEAL methodological framework are:

- A **desk review** of all existing plans, reports, baselines, and key documents to understand the current context of implementation in each country.
- Review **harvested outcomes** (possibly through **focused group discussions (FDG's)**) with project and programme staff and understand which outcomes need to be further substantiated and thus studied. Further assess and understand to what extent **harvested outcomes** show progress towards our **Theory of Change** (possibly through a participative **mapping** of harvested outcomes).
- In collaboration with our country team assess to what extent we adhere to the **core Community Engagement Standards** as set by UNICEF ⁴and Save the Children by analysing, discussing and assessing practices in service of community engagement and accountability with project teams.

Consultants are asked to **propose an approach** in their application in which they take note of the following guiding principles/suggestions:

- Short field visits to understand the context and possibly speak to several project stakeholders are useful. However, in some countries this will lead to long travel times. In these countries we suggest a longer online preparation in which interviews are done online to ensure sufficient time for travel. We also suggest that not all project locations are visited in these countries.
- Aim to have country visits that last for a maximum of one working week.
- Limit collecting additional data within the communities to a minimum due to the already ongoing data collection in the field.
- An approach which requires a limited time investment from country teams.
- At least include a two-to-three-day workshop in which harvested outcomes are discussed.
- In some countries it might be useful to facilitate the harvesting of additional outcomes, as a limited number of outcomes have been reported.
- In some countries (with shorter travel times), it might be possible to validate outcomes harvested with key stakeholders through either interviews or FDG's. Options to do this can be further discussed in the inception phase.
- The approach in the Netherlands will revolve around the work towards strategic pathways 3&4 which is mainly done through the communication and L&A working groups.

5. Planning, Roles, and Responsibilities

This assignment is commissioned by the WNCB programme manager and will be managed by the WNCB MEAL expert. The responsibilities of the various parties involved are:

Activity	Responsible	Consulted	Informed	Planned
Selection of external consultant	MEAL Working Group (WG), Linking & Learning (L&L) coordinator	Programme Manager	MoFA, Alliance Coordination Team (ACT) & Country Leads	16 th till 20 th of May

⁴ <https://www.unicef.org/mena/reports/community-engagement-standards>

Inception period Develop draft methodology and draft data collection tools	Consultant / consultancy team	MEAL WG	L&L coordinator	23 rd of May till June 3 rd
Finalize the methodology and the data collection tools (Inception report)	Consultant / consultancy team	MEAL Expert	L&L coordinator	June 6 th till 10 th of June
Review and approval of inception report	MEAL WG & MoFA	L&L coordinator, Programme Manager	ACT	12 th of June
Facilitation of workshops / data collection	Consultant / consultancy team	(In-)Country Leads & Meal Expert	MEAL WG & L&L coordinator	12 th of June till 9 th July
Data analysis	Consultant / consultancy team	MEAL Expert	MEAL WG	11 th of July 25 th of July
Draft report	Consultant / consultancy team	MEAL WG	L&L coordinator	25 th of July
Presentation of draft results	Consultant / consultancy team	L&L coordinator	MEAL WG	28 th of July
Review and approval draft report	MEAL WG & L&L coordination	Programme Manager	ACT	1 st of August
Final report	External consultant	MEAL WG & L&L coordinator	ACT	3 rd of August

6. Deliverables

MTR Inception report in English of maximum 10 pages (annexes excluded), which should highlight: Objectives and key questions (including additional issues arising from the preliminary desk review), Methodology, Data collection methods, timeline and logistics. The data collection tools should be part of the inception report as annexes.

MTR Final Report in English and French, of maximum 30 pages (annexes excluded) which should include:

- Table of Contents
- List of Acronyms
- List of Tables
- Executive Summary
- Background
- Scope of MTR
- Methodology
- Main Findings
- Conclusions and Recommendations
- Annexes
 - o ToR
 - o Study schedule
 - o List of people involved

A summary power point presentation (in English and French) of maximum 20 slides describing the methodology, main findings, and recommendations.

A final generic online discussion workshop with break out groups to discuss findings and recommendations

7. Profile

The alliance is seeking for a consultancy agency/network with a strong international network to form an **international team of consultants**. The teams should be large enough to deliver the desired deliverables within the period of **8 to 10 weeks** (including the inception phase).

It is asked that the lead applicants will present their suggested team, and comparative advantages of each team member in relation to their suggested task. **Consultants** who will conduct work within the countries should, to a large extent, be based in the region to limit the number of flying hours for country visits.

The (lead) applicant should meet the following requirements:

- Higher university degree in a relevant field;
- Proven experience in conducting evaluations and assessing multi-country and multi-partner programmes;
- Proven experience in assessing complex theory-based programmes;
- Proven experience in conducting similar reviews, collecting and analyzing qualitative data and understand how this relates to quantitative project data;
- Proven experience in leading a consultancy team with an existing network of local consultants/researchers in the regions of the 6 countries of implementation;
- Experience in outcome harvesting methodology;
- Excellent English speaking and writing skills (*One team member should at least have French speaking and writing skills*).

Desirable:

- Knowledge of- and experience in issues related to child labour;
- Knowledge of- and experience in community engagement and accountability (also known as downward accountability) approaches, tools, and assessments;
- French speaking and writing skills.

8. Application requirements

Interested candidates of the assignment are expected to provide the following documentation before **May 12, 17:00 Central European Summer Time (CEST)** to: reinout.vansanten@wncb.org

- A technical proposal with detailed response to the ToR, with specific focus addressing the scope of work and methodology to be used (max 6 pages);
- At least one sample of previous (similar) evaluation (ideally a MTR);
- Initial timeline based on methodology outlined, and indication of availability;
- A detailed total budget specifying the daily rates expected;
- Company profile and CV(s) of consultant(s) proposed for the MTR, including a minimum of two traceable, recent and relevant references.

Annex 1: Theory of Change

The impact that the programme aims to have is: *Children and youth are free from child labour and enjoy their rights to quality education and future decent work contributing to SDG 8.7*

Pathways of Change

The Alliance works according to four pathways of change, in which the change the partners wish to achieve are stated at four interacting levels: the community, government, private sector and international level. Each pathway consists of a diverse set of strategies and interventions that vary by country, and which build on each other to promote sustainable change.

The objectives (planned long term outcomes) of the pathways are:

1. Children are empowered and have improved access to (quality) formal education, bridge or transitional schooling, and youth employment within a supportive family and community environment. (pathway 1)
2. Governments have enforced relevant child-rights based laws and have implemented policies on child labour, education, youth economic empowerment and social security. (pathway 2)
3. The private sector takes full responsibility for preventing and addressing child labour. (pathway 3)
4. The EU, Dutch government and international/multilateral organisations act in support of the elimination of child labour and fulfil their obligation to protect by setting and reinforcing due diligence policies and laws. (pathway 4)

KEY ASSUMPTIONS AND BARRIERS

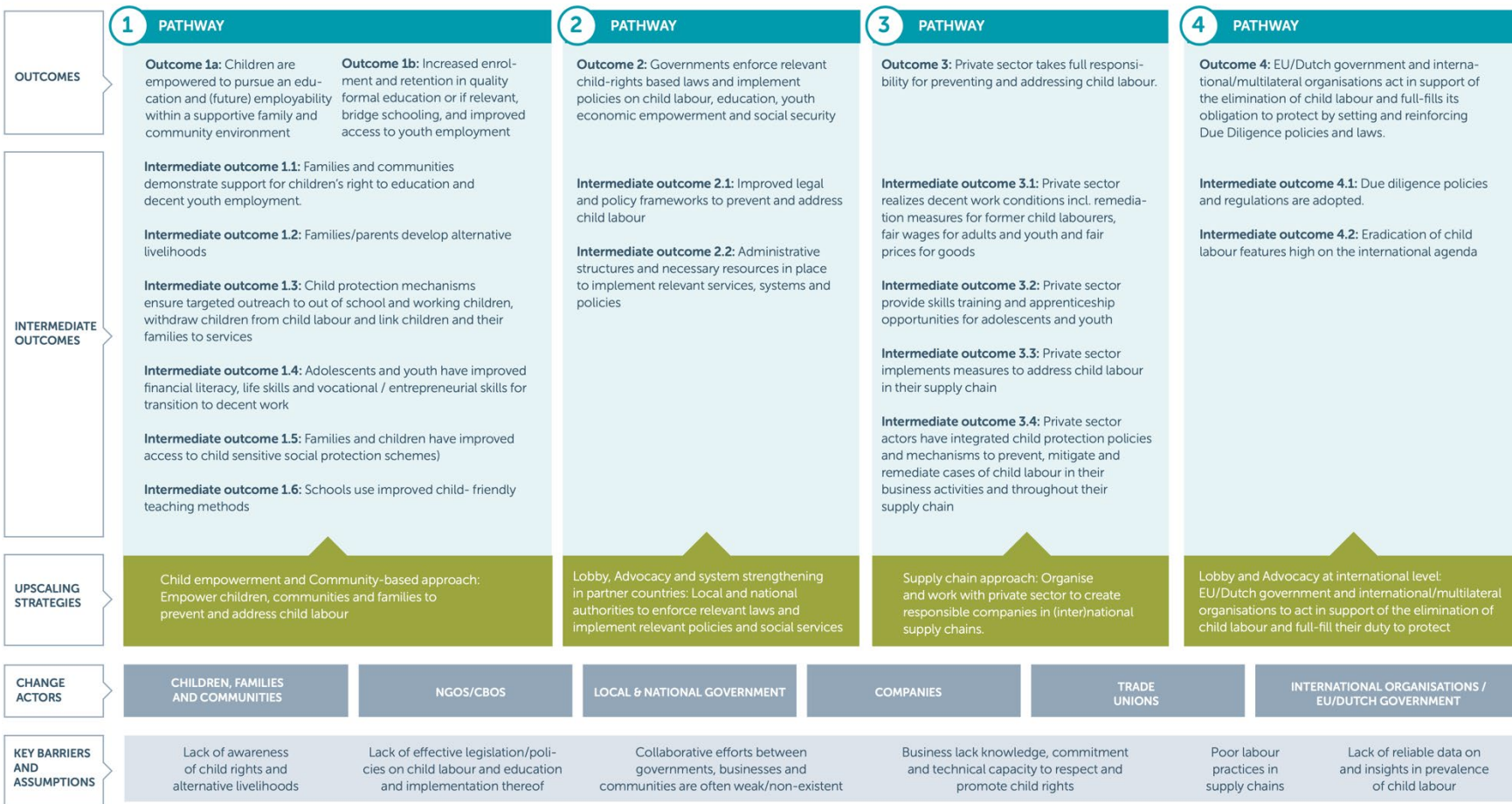
The Alliance has determined certain key assumptions and barriers that underlie the Theory of Change and which have supported the decisions underlying the approaches adopted throughout this programme. The key assumptions and barriers are:

- There is a lack of awareness of child rights at all levels.
- There is a lack of opportunities for alternative livelihoods for parents / caregivers and children.
- There is a lack of effective legislation and/or policies on child labour and education and implementation / enforcement thereof.
- Collaborative efforts between governments, businesses and communities are often weak or even non-existent.
- Beyond a lack of awareness and knowledge, supply chain actors lack the commitment and technical capacity to respect and promote child rights. Allowing for poor labour practices in supply chains.
- There is a lack of reliable data on and insights in prevalence of child labour.

THEORY OF CHANGE

VISION
A world in which all children (girls and boys) enjoy their rights and decent living standards

IMPACT
Children and youth are free from child labour and enjoy their rights to quality education and (future) decent work, hereby contributing to SDG 8.7



PROBLEM ANALYSIS

According to most recent estimates 152 million children are victims of child labour, with almost half of them, 73 million, working in hazardous child labour. Although child labour has declined over the past 15 years, progress has dwindled during the last 4 years. Significant efforts will need to be made in order to reach the SDG Goal of eradication all forms of child labour by 2025. Stepping up international cooperation and partnerships are crucial to ensure progress on this ambitious goal (ILO 2017)

Annex 2: Approaches of the Programme

Each partner brings a unique set of strategies, experiences, and networks to our alliance. The alliance therefore integrates several distinct approaches in support of our strategic pathways in the **Theory of Change**. These are: (1) area-based approach; (2) strengthening child protection systems; (3) supply chain approach and (4) (international) lobby and advocacy. These existing approaches enable us to conduct evidence-based advocacy for the scale up of effective strategies to the sub-national and national level, as well as link area-based approaches (urban and rural) to (sectoral) supply chain approaches, whilst supporting national action plans on the elimination of child labour.

The **area-based approach** ensures all children within a given area who don't attend school are included in the programme which similarly means that not 'only' children who work in a specific sector or on the worst forms of child labour are 'targeted'. Through this approach we ensure to include so-called 'invisible' children who work on their family's land or as domestic workers in the household within a specific geographical area. The aim is to empower all children in a targeted or **area** and to enhance and improve access to (quality) formal education, bridge or transitional schooling, and youth employment within a supportive family and community environment. The second approach focusses on **(community-based) child protection system strengthening**. Under this approach the alliance collects evidence for advocacy purposes and emphasizes the need for strengthening accountability mechanisms. The approach works both ways. On the one hand it is geared towards engaging communities in child protection and to link up families at risk to child labour with case management services. Local governments are also stimulated to enforce relevant child-rights based laws and to have coherent policies in place on child labour, education, youth economic empowerment and social security. Direct services are often provided to families and children through Case Management Services. Through both the **area-based approach** and **child protection system strengthening**, root causes of child labour such as traditions and norms, the violation of workers' rights, and poor education systems are addressed. They also both aim to work from the bottom up with relevant stakeholders to remove key barriers to the elimination of child labour and to the protection and fulfilment of child rights. These stakeholders include school principals, teachers, child protection committees, parents, children, village and/or religious leaders, community, and women's groups, (education) unions, local authorities, employers and companies, and financial institutions.

Both approaches require business action and related interventions not only inside the workplace, but also in communities and throughout global supply chains. The **supply chain approach** can therefore be seen as a cross cutting strategy within other approaches. The sectors that fall within the scope of this programme are gold/mining, garment, textiles & footwear, natural stone, cocoa, and informal and/or domestic work. Collaborating with the private sector to take full responsibility for preventing and addressing child labour. The supply chain of most companies is top-down and set up in a vertical manner. In the 'Work: No Child's Business'- programme, the efforts of companies will be complemented and strengthened by the horizontal (area) and a bottom-up approach initiated by local communities, civil society organisations by engaging the local companies and to make their role specific. We conduct trainings on child rights and business principles (CRBP), support business and assist in developing action plans that integrate CRBP actions into workplace policies. We also advocate with authorities to carry out labour site inspections and roll out child labour remediation plans.

Lobby and Advocacy at an international level is performed to ensure that **international and multilateral organisations, the Dutch government, and EU** representatives act in support of the elimination of child labour, monitor companies' behaviour, and fulfil their duty to protect children's rights by setting relevant policies and regulations on due diligence. The approach seeks to encourage the EU, Dutch government, and international/multilateral organisations to act in support of the elimination of child labour and fulfil their obligation to protect by setting and reinforcing due diligence policies and laws. The alliance expects governments to hold companies accountable in line with the OECD guidelines and guidance, and the UN Guiding Principles on Business and Human Rights.

Annex 3: Programme Partners & Governance Structure

PARTNER COUNTRIES	PARTNERS BASED IN THE NETHERLANDS	COUNTRY OFFICES AND PARTNERS
MALI	Stichting Kinderpostzegels Nederland (SCL) Save the Children Netherlands	Save the Children Mali ENDA Mali SNEC GRAADECOM UNICEF Mali Country Office
IVORY COAST	UNICEF NL Save the Children Netherlands AOB/Education International (SCL)	UNICEF Ivory Coast Office Save the Children Ivory Coast AEJT CI ANADER DRENET SYNADEEPCI
JORDAN	UNICEF NL Save the Children Netherlands	UNICEF Jordan office Save the Children Jordan Office JOHUD Social Support Centre
INDIA	Arisa (SCL) Save the Children Netherlands	Save the Children India Fakirana Sisters Society MV Foundation Nav Jagriti AIPTF ICCSPL/ICCO India Arisa Manjari ARAVALI
UGANDA	Hivos (SCL) Save the Children Netherlands	NASCENT EWAD UNATU Save the Children Uganda Hivos in Uganda
VIETNAM	UNICEF NL Save the Children Netherlands	UNICEF Vietnam office Save the Children Vietnam The Centre for child rights and business

- Hivos Lead
- Stop Child Labour Lead
- Save the Children Lead
- UNICEF Lead
- PMU Lead

INDIA

MALI

UGANDA

JORDAN

VIETNAM

CÔTE D'IVOIRE

PROGRAMME STEERING COMMITTEE



PROGRAMME MANAGEMENT UNIT

- Programme Manager
- MEAL Expert
- Linking & Learning Coordinator
- Communication Coordinator
- Finance Officer

ALLIANCE COORDINATION TEAM



TECHNICAL AND THEMATIC WORKING GROUPS

- | | | |
|---------------|--------|------------------------|
| Communication | MEAL | Education |
| CRBP | Gender | Lobby & Advocacy / RBC |
| Research | | |

