



International
Labour
Organization #

Report on the Review of Capacity and Coordination towards Elimination of Child Labour in Ghana

A report on capacity to coordinate and implement the National Plan of Action
to Eliminate Child Labour in Ghana

Volume II: Consultancy report on capacity and
coordination review process and methodology

**International
Programme
on the Elimination of
Child Labour
(IPEC)**

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Abbreviations

CCPC	Community Child Protection Committee
CLU	Child Labour Unit
DCPC	District Child Protection Committee
DOVVSU	Police Victim Support Unit
EIB	Employment Information Branch
FGD	Focus Group Discussion
GAWU	Ghana Agricultural Workers' Union
GCLMS	Ghana Child Labour Monitoring System
GEA	Ghana Employers association
GES	Ghana Education Service
GTUC	Ghana Trade Union Congress
ICI	International Cocoa Initiative
ILO	International Labour Organization
IP	Implementing Partner
IPEC	International Programme for the Elimination of Child Labour
MESW	Ministry of Employment and Social Welfare
MLGRD	Ministry of Local government and Rural Development
MOWAC	Ministry of Women Affairs and Children
NCCE	National Commission for Civic Education
NDPC	National Development and Planning Commission
NGO	Non-Governmental Organisation
NPA	National Plan of Action
NPECLC	National Programme for the Elimination of Child Labour in Cocoa Growing
NSCCL	National steering Committee on Child Labour
NYEP	National Youth Empowerment Programme
SOP	Standard Operating Procedures
TOR	Terms of Reference
WCF	World Cocoa Foundation
WCF	World Cocoa Foundation
WFCL	Worst Forms of Child Labour

1. Background and TORs

This report details the process and methods employed in reviewing and supporting capacity for coordination of initiatives to eliminate child labour in Ghana. The actual findings and recommendations of the capacity assessment are contained in a separate report. In addition, this report contains lessons learned on the organisation of the capacity review exercise. The report has been split into two volumes to make it easier to read. Readers who are only interested in the findings and recommendations for action can limit their reading to volume I. Readers who are interested in the process and tools employed should read volume.

The assignment was carried out by an independent consultant from January to March 2012 with a mission to Ghana from 5 February to 2 March. The views expressed in this report are those of the consultant and do not necessarily express an ILO/IPEC position. Sincere thanks are due to a number of people who facilitated the work, most notably National Programme Officer Stella Dzator and Chief Technical Adviser Stephen McClelland in the ILO/IPEC Ghana team and their colleagues.

According to the TORs, the main objective of the assignment was to:

“Establish/strengthen coordination mechanisms at the national and sub-national levels and build partnerships to ensure a better access of the targeted cocoa communities to quality education, social protection, livelihoods opportunities, improved child labour law enforcement and other public services; as well as identify the capacity needs of the key partners for effectiveness and efficiency in service delivery.”

This objective translated into the following deliverables for the assignment:

Output 1: Materials, including tools to assess the capacity building needs of the partners, programme of work and workshop, as well as other arrangements for the workshop.

Output 2: A report of the capacity and training needs of the various key partners.

Output 3: A 4-day workshop to advocate and plan for the introduction or expansion of social interventions and programmes in target communities and the establishment of coordination mechanisms with other IPEC Projects (ECOWAS I&II and the PPP), relevant MDAs, Social Partners, UN Agencies, NGOs and other CSOs and community level partners for CAPs implementation. Forty (40) participants, including: MESW, GES, NPECLC, MOFA, MOWAC, CLU, LEAP Programme, School Feeding Programme, National Health Insurance Scheme, Cocoa Livelihoods Programme (WCF), Cocoa Link Programme (WCF), ECHOES Programme (WCF), ICI, UNICEF, Cadbury Cocoa Partnership, MOFA (Extension Services Department), COCOBOD (CRIG and Cocoa Extension Division), Micro-finance institutions, National Youth Employment Program, Ghana Rural Enterprises Commission, DSW, Labour Department, Anti-Human Trafficking Unit of the Police Service, District Assemblies (DCD/planning), etc.

Output 4: Mechanisms for coordination, including arrangements for information sharing, promotion of close collaboration among partner institutions, maximization of synergies and the minimization of duplication established and roles and responsibilities of partners clearly defined.

Output 5: A consultancy report of high quality and consistency with the most significant findings and recommendations, action plans, established mechanisms for coordination and recommendations on the next steps.

The TORs are wide, reflecting the diverse nature of “coordination” and “capacity” and the fact that this is a complex area in need of further attention. Therefore, the consultant and the IPEC team interpreted the TORs along the way. An initial meeting was held to define the scope and nature of the assignment, resulting in agreement to focus on three key areas:

- National capacity for coordination of NPA implementation.
- District capacity for NPA implementation with specific reference to referral systems and practices and GCLMS
- IPEC capacity to coordinate its own activities in support of the national efforts outlined in the NPA.

It was also agreed that the starting point for the assignment should be existing structures and hence, the focus would be on recommending concrete steps to improve the effectiveness and efficiency of existing structures, rather than establishing new structures.

The on-going interpretation of TORs, meant that substantial time was spent defining the scope and purpose of the assignment and continuously revising the process and the tools. This time could otherwise have been used for interviews etc and the work could have been carried out with greater speed. However, defining in further detail the scope and purpose was essential to ensure the relevance of the exercise. Moreover, it was a useful way to work with IPEC and its partners to explore issues pertaining to coordination and distil the critical priority areas for improved coordination. Hence, the efforts to interpret the TORs along the way became an integrated part of the assignment and the work itself.

While the broad TORs were not a serious limitation to the work, the timing of the assignment caused more substantial limitations to work. The assignment was undertaken at a time when the IPEC team and its partners were exceedingly busy with a number of activities and several missions were in the country for multiple purposes. This meant that it was at times difficult to access partners and IPEC staff for interviews etc. It did however provide opportunity to observe how IPEC and its partners cooperate and coordinate and in a sense therefore contributed to informing the findings and recommendations in the coordination capacity report.

1.1. Dimensions of capacity included in the assessment

The interpretation of the TORs led to an agreement that the following dimensions of capacity could be explored for various groups of partners. The conclusions and

recommendations are contained in the main report. Conclusions are only included where significant issues were found.

1.1.1. IPEC Implementing Partners delivering direct services to children, families and communities:

- Project design (strategic planning, drafting, budgeting, and fundraising).
- Coordination and working with partners (identification, mobilizing, influencing, communicating).
- Referrals (systems such as the GCLMS, procedures, ability to implement the new SOPs).
- Integration into National and District Plans and formulation and implementation of Community Action Plans (convening power, facilitation skills, knowledge and access to information).
- Monitoring (especially with regard to new IPEC M&E platform).
- IPEC reporting requirements.
- GCLMS roll-out/pilot.

1.1.2. Upstream implementing partners

- Coordination for GCLMS roll-out (IT, staff, knowledge etc.).
- Coordination – effectiveness of existing coordination systems and bodies (NSCCL and the CLU, NPCCLC for cocoa).
- Coordination: integration of child labour into National Agenda and “inside sectors” (e.g. National Development Plans and education, agriculture, labour, social protection sectors) and cross sector (including commitment to this and looking at incentives for closer coordination at national level).
- Role and capacity to contribute to NPA implementation.
- Lobby/advocacy skills and capacity, especially for sufficient budget allocations and external resource mobilisation to support effective NPA implementation.

1.1.3. National, non-implementing partners:

NSCCL:

- Oversight of NPA (role, mandate, resources available, organisations’ commitment (e.g. where in priority hierarchy lies attending NSCCL), support for NSCCL work, for example through Secretariat in CLU).

Local level: DCPCs and CCPCs:

- Application of the GCLMS : identification of children, commitment, action based on data.

- Referrals with particular reference to coordination of service provision.
- Application of SOPs.
- Integration with District Assemblies (i.e. are they moving towards this?).
- M&E.

Other national partner agencies

- Mandate and mainstreaming of CL (do they know what CL is?, what strategies can be applied?, do they have access to data and information?).
- Does the coordination body follow up with mandated institutions on commitments (e.g MOUs signed for NPA and GCLMS implementation).
- How to coordinate work with IPs (communication channels, coordination bodies, common understanding).

1.1.4. International partner agencies:

- Coordination fora in existence and working that may help the Government of Ghana in its work to eliminate child labour.
- ILO in the wider children's rights coordination structures.

1.1.5. IPEC

- IPEC's capacity to coordinate projects internally and among projects.
- IPEC's capacity to respond to partners' capacity need.

2. Methods and tools used in the coordination capacity review

2.1. Overall process and methodology

As highlighted in section 1 the assignment started with further defining the scope and purpose of the assignment. This was one in an IPEC Ghana team meeting, which involved all available technical staff. Further refinement and adjustments to the work was done primarily through short discussions with the IPEC Ghana focal point for the exercise. The initial definition exercise with the full team proved very valuable in a number of ways: Firstly, the definition exercise meant that the entire team had an opportunity to think and discuss together on where the weak point in coordination of child labour initiatives in Ghana may be. Secondly, it prompted collective thinking beyond the initial meeting itself. IPEC team members continued to explore “coordination” as a theme in relation to their own work and that of their partners individually and together in an informal way throughout the entire consultancy assignment. Hence, the initial team meeting firmly established “coordination” as an issue of priority concern for the entire team.

The definition of the scope and purpose of the assignment made it clear, that the consultancy should not be used for a capacity assessment of individual partners in a “classical due diligence” sense. Rather, the need was for a review of the national and local capacity for implementation of the NPA, with particular attention to coordination structures, processes and practises. Based on this, suggestions for ways to improve coordination has been identified and detailed in volume I.

This meant that the tools developed and used for the assessment were not “classic” capacity assessment tools for the most part, but rather tools that are used in reviews. The main method applied was focus group discussions, based on open-ended check lists, conducted with selected groups of partner. Partners included both implementing partners under the IPEC CCP and collaborating partners. Partners included the ILO tripartite constituents, the NSCCL, representatives of the DCPCs, other government departments, cocoa industry partners, NGOs and international organisations. A full list of people met is included in annex II.

Prior to undertaking the FGDs, a questionnaire was circulated to selected partners, identified by IPEC. The information obtained through the questionnaire was used in three ways: To inform the FGD checklists; to inform the workshop programme and presentations; and to inform the capacity review itself, i.e. to draw attention to specific coordination capacity issues that should be analysed in the capacity review report in order to give suggestion for action.

During the second week of the mission to Ghana, the consultant facilitated a workshop focussing on coordination for improved action on child labour in Ghana. The workshop was attended by approximately 50 representatives from national stakeholder institutions and IPEC. The workshop analysed the implications of the NPA, the GCLMS and the integrated area based approach to improving livelihoods and eliminating child labour for

coordination of interventions at local, district and national levels. The workshop programme and list of participants are attached as Annex 3 and 4.

The process and methodology for the workshop is described in further detail below under 2.2. The workshop concluded with a set of recommended action points for improved coordination at national and district level and for IPEC support initiatives. The action points were included in a matrix that also specifies timelines and those responsible for the action to be taken. The matrix is attached as annex 5.

Through the initial FGDs and the workshop, two key concerns were identified: the capacity of the NSCCL to oversee the implementation of the NPA; and the capacity of the CLU in the Labour Department to coordinate day-to-day implementation of the NPA and provide secretariat services to the NSCCL. Therefore, follow-up interviews with NSCCL and CLU were held after the workshop. The CLU interview was a more “classical” capacity assessment based on a tool adapted from McKinsey Capacity assessment Grid for Non-profit Organisations.

Follow-up on IPEC’s capacity for coordination was also included after the workshop. This included interviews with other international partners (Unicef, WVIG and cocoa industry partners) to put IPEC Ghana’s interventions into context as well as an exercise with the IPEC team on internal coordination. Meetings with international organisations was restricted to a minimum of partners, as IPEC is in a process of building stronger relations with bilateral and multilateral Cooperating Partners.

Concurrently with the capacity review, IPEC Ghana hosted a training workshop on Labour Inspection and CLMS. The workshop included discussion on the capacity of the Labour Department and the Labour Inspectorate in particular and the overall capacity for coherent, coordinated action against child labour in Ghana in general. The conclusions and recommendations from this workshop were also used to inform the coordination capacity review.

The entire review process was further informed by various back ground documents including the National Plan of Action for Elimination of Child Labour in Ghana, the draft Ghana CLMS Framework, the draft Standard Operating Procedures for prevention and withdrawal from children from labour, the CCP project document and the IPEC Ghana work plan for 2012 (please, refer to annex 3).

3. Coordination workshop

3.1. Process

The workshop on coordination mechanisms was held at Greenland Hotel in Swedru from 13 to 16 February 2012. Approximately 50 participants attended the workshop (the full list of participants is included in annex 3).

The workshop aimed to discuss coordination of child labour interventions at national, district and local levels and produce a set of priority action areas. The recommendations for priority action to improve coordination were collated in the matrix reproduced below and shared with partners shortly after the workshop.

Throughout, the workshop was organised to involve participants to the maximum possible level. The workshop was a mixture of plenary presentations of key issues to set the stage and introduce subjects and group work to process information and recommend a course of action.

On the first day, participants were asked to introduce themselves. Two different exercises were used for the purpose. Firstly, participants were paired and introduced themselves to each other. Thereafter, each participant introduced his/her fellow participants to the wider group. Secondly, participants were asked to draw a poster that described/depicted their organisation and its role in the elimination of child labour. Poster was hung on the wall and “the artists” explained their work in a plenary session. Thereafter the posters served as reference material throughout the workshop. The poster exercise proved very valuable in ensuring that all participants understood each other’s role and function and was appreciated also for its ability to generate a “who are we” type discussion while developing the poster. Moreover, it generated energy in a different way from sessions based on power point slides or simply verbal presentations.

On day two, the workshop looked at links and coordination across different levels: community, district and national levels. This was based on case presentations of the Ghana CLMS from NPECLC and generated vigorous debate on the need to strengthen local and district level capacity for coordination.

From here, participants went on to discuss sustainable referral systems at local levels within an Integrated Area Based Approach (IABA). Introductory presentations on the role of education and livelihoods in elimination of child labour, as well as on experiences with referral and IABA in other countries set the stage for group work. The group work looked at whether conditions for effective referral are present, where the gaps are and recommended priority action at local level.

On day three, the workshop looked at district and national level coordination. Initial presentations looked at existing coordination structures at both national and district level. Firstly, the NDPC presented the overall National Development Planning Framework that applies at national and district level and into which, the DCPCs work and work under the oversight of the NSCCL fit. Secondly, a presentation on the coordination in the education

sector, with particular focus on the Education Management Information System (EMIS) was used to illustrate how local level coordination can take place. Two group work sessions then analysed the current coordination capacity and recommended courses of action.

On the final day of the workshop, the participants reviewed the analysis and recommendations they had produced and prioritised the key areas and action. The recommendations were divided into i) recommendations for priority action to improve coordination at national level; ii) priority action to improve coordination at district and local level; and iii) recommendations for IPEC to support the national and local efforts. The actual recommendations are presented below.

The workshop followed the following logical structure: 1. Analysing coordination from a “big picture” angle; 2. Analysing coordination at different levels; and 3. Returning to the bigger picture through prioritising key interventions that may improve coordination.

The workshop outcome can be used as action points in and by themselves by partners who participated in the workshop but they also fed into the capacity review that is presented in a separate report presented to the ILO by the independent consultant.

At the end of the workshop, participants were asked to evaluate to workshop in terms of content, time, facilitation, atmosphere and logistics. The response was overwhelmingly positive with most participants rating the workshop and the different elements as “good” or “very good” and the rest rating elements of the workshops “average”. None of the participants rated the workshop or any aspect of it as “poor” or “very poor”.

As mentioned above, the workshop ended with the production of a set of recommendation, presented in matrix below, for steps to take to improve coordination at national and district/local level and recommendations to ILO/IPEC on how to support national coordination. The recommendations to IPEC were used as the starting point for the IPEC internal exercise.

3.2. Key outcomes

The matrix below presents the workshop recommendations. This matrix is identical to the matrix that was collated from the original matrixes presented in the workshop final session. This matrix was collated by the consultant with inputs from IPEC and distributed to partners shortly after the workshop. The intention is that participants can utilise the matrix to brief colleagues, adjust works plans etc. right away. Furthermore, the contents of the matrix have been integrated with the overall coordination capacity review, presented in a separate report.

Recommendations for action to improve coordination of national activities to eliminate child labour in Ghana

Action point	Towards which goal	Lead partner	Collaborating partner	Timeframe	Milestone (if applicable)	Monitoring by	Suggested IPEC support action point	Timeframe, IPEC action	Monitoring IPEC action by
DISTRICT/LOCAL LEVEL									
Critical priority area 1:									
Mainstreaming of child labour activities onto district MTDPs with requisite budgetary allocations									
1. FOAT must be reviewed to give much priority scores to CL activities/issues (from performance section to the minimum condition)	To ensure commitment to implementation and coordination of the CL	Ministry of the Local Government & Rural Development (secretariat)	Institute of local Government Studies	Initial process (revision and roll-out): January 2013 – June 2015 (actual implementation)	Draft revised FOAT by June 13	NSCCL	Advocacy This action point needs to be unpacked: IPEC needs to identify key advocacy areas, audience and message for itself. Could be a potential topic for the staff meeting in March?	Immediately as part of on-going dialogue with MLG and NSCCL	NSCCL Donors (e.g. USDOL)
2. CL issues must reflect in DAs Annual Action Plans(AAP) and budgeting The entry point could be to have it also in the next phase of the MTDPs which will cover 2014 to 2016. Preparations for this will commence in June 2012 and this provides an opportunity to make sure it's first of all reflected in the MTDP and then the AAPs	To ensure commitment to implementation and coordination of the CL	DCPU (MMDAs)	NDPC, MLGRD, RCCs and other relevant District Line Agencies	Initial process (revision and roll-out): January 2013 – June 2015 (actual implementation)	Guideline on CL planning ready by March 13	DCPC Perhaps NSCCL is more appropriate?	Train NSCCL and its Sub-Committees, CLU, NPECLC, DCPCs, CCPCs and IAS on child labour, project management, advocacy skills and resource mobilisation	To be discussed within IPEC. Depends on whether (similar) activities are already included in work plans and budget or additional resources are needed	NSCCL Donors (e.g. USDOL)
3. Social Services subcommittee should ensure implementation of CL activities/interventions in the AAP	To ensure commitment to implementation and coordination of the CL	Chairman, Social Service subcommittee	DCPU and the development planning sub committee	Initial process (revision and roll-out): January 2013 – June 2015 (actual implementation)	Guideline on CL planning ready by March 13	NSCCL	Development of guideline (support to CLU/NDPC/MLG) Train CLU, DCPCs, CCPCs and IAS on child labour, project management, advocacy skills and resource mobilisation	To be discussed within IPEC. Depends on whether (similar) activities are already included in work plans and budget or additional resources are needed	NSCCL Donors (e.g. USDOL)

Action point	Towards which goal	Lead partner	Collaborating partner	Timeframe	Milestone (if applicable)	Monitoring by	Suggested IPEC support action point	Timeframe, IPEC action	Monitoring IPEC action by
4. DA should provide at least 10% counterpart funding for ILO operational funds	To ensure commitment to implementation and coordination of the CL	DA	Finance and Adm. Committee, RCC,	Starting January 2013		NSCCL	Advocacy	Immediately as part of on-going dialogue with MLG and NSCCL	NSCCL Donors (e.g. USDOL)

Critical priority area 2: Capacity Building for district partners (Human resources, material and capital resources through formal and informal trainings)

1. Train all district partners and stakeholders in child labour issues, advocacy, coordination, reporting, data collection and management, monitoring evaluation and resource mobilisation	To enhance their knowledge and equip them with the requisite skills to appreciate and tackle child labour issues	CLU	IAS, NPECLC, DSW, NGO's and other relevant institutions	April 2012 - September 2014	At least 40 districts covered by June 2013	NSCCL	Develop training package based on SOPs, GCLMS Framework and other relevant material Train CLU, DCPCs, CCPCs and IAS on child labour, project management, advocacy skills and resource mobilisation (Support to national partners to do this?)	To be discussed within IPEC. Depends on whether (similar) activities are already included in work plans and budget or additional resources are needed	NSCCL Donors (e.g. USDOL)
2. Sensitise and raise awareness on CL issues at the community and district levels through community durbars, local media, stakeholders' meetings posters and banners	To enhance their knowledge and equip them with the requisite skills to appreciate and tackle child labour issues	CLU	IAS, DSW, NGO's and other relevant institutions	April 2012 - September 2014	IEC materials produced and available September 2012	NSCCL	Disseminate NPA, SOPs, HAF, GCLMS Framework & reports to relevant departments/stakeholders Media campaign eg a documentary on child labour	To be discussed with IPEC. Depends on whether (similar) activities are already included in work plans and budget or additional resources are needed	NSCCL Donors (e.g. USDOL)
3. Provide and mobilise internal and external resources logistics (material and fiscal) for implementing CL intervention programmes	To enhance their knowledge and equip them with the requisite skills to appreciate and tackle child labour issues	NSCCL with CLU as secretariat	IAS, DSW, NGO's and other relevant institutions	April 2012 - September 2014	10% increase in CLU budget per year in 2013 and 2014	NSCCL	Advocacy This action point needs to be unpacked: IPEC needs to identify key advocacy areas, audience and message for itself. Could be a potential topic for the staff meeting in March? Logistical Support- computers, bicycles, stationary, printers Link up IPs with other CPs/INGOs for additional funding	As soon as possible after defining advocacy strategy for IPEC and establishing/strengthening contact and cooperation with CPs/INGOs	NSCCL Donors (e.g. USDOL)

Critical priority area 3: Establish and strengthen Functional district level structures to coordinate and monitor Child Labour issues

1. Identify and, establish or	To promote and ensure	CLU	EIB(Labour	April, 2012 to June,	At least 40	NSCCL	Train CLU, DCPCs, CCPCs and IAS on	To be discussed with IPEC. Depends on	NSCCL
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Action point	Towards which goal	Lead partner	Collaborating partner	Timeframe	Milestone (if applicable)	Monitoring by	Suggested IPEC support action point	Timeframe, IPEC action	Monitoring IPEC action by
strengthen all relevant district level structures to coordinate and monitor child labour issues. This is essentially identical to 2.1 only worded in a broader way	effective coordination and sustainability of the CL programme		Department), NPECLC, DA, ILO, IAs, DCPCs	2013 April 2012 - September 2014 in line with 2.1	districts covered by June 2013		child labour, project management, advocacy skills and resource mobilisation Logistical Support-computers, bicycles, stationary, printers	whether (similar) activities are already included in work plans and budget or additional resources are needed	Donors (e.g. USDOL)
2. Establish a platform (thematic groups) for periodic meetings of all stakeholders to enhance coordination, review of action/performance and monitoring.	To promote and ensure effective coordination and sustainability of the CL programme	IPs MMDAs/DCPs	DCPC, DA EIB(Labour Department), NPECLC, DA, ILO, IPs	April, 2012 to June, 2014	At least three functional platforms operating through virtual contact and physical meetings by April 2013	CU	Support for Child labour actors forum, including defining the appropriate form (virtual, meetings etc)	April, 2012 to June, 2014	NSCCL Donors (e.g. USDOL)

NATIONAL LEVEL

Critical priority area 1: To strengthen the core capacity of the CLU and the NSCCL

1. Capacity Assessment of the CLU	Improving CLU capacity to coordinate implementation of the NPA	MESW	NSCCL, DPs	March – September 2012		MESW, DPs, NSCCL	With other ILO units (for example Inspection) mobilise resources for capacity assessment and plan development	March – May 2012	NSCCL Donors (e.g. USDOL)
2. Capacity Building and Training programme for CLU	Improving CLU capacity to coordinate implementation of the NPA	MESW	NSCCL, DPs	June – December 2012		MESW, DPs, NSCCL	With other ILO units (for example Inspection) mobilise resources for capacity assessment and plan development Train CLU, DCPCs, CCPCs and IAS on child labour, project management, advocacy skills and resource mobilisation	June- December 2012 To be discussed within IPEC. Depends on whether (similar) activities are already included in work plans and budget or additional resources are needed THE IPEC Projects within their support for capacity building for the NSCCL could also pay attention to the CLU which is the NSCCL Secretariat because the Secretariat needs to be strong to drive the	NSCCL Donors (e.g. USDOL)

Action point	Towards which goal	Lead partner	Collaborating partner	Timeframe	Milestone (if applicable)	Monitoring by	Suggested IPEC support action point	Timeframe, IPEC action	Monitoring IPEC action by
NSCCL									
3. Availability of Logistics identify logistics needs and make equipment available	Improving CLU capacity to coordinate implementation of the NPA	MESW	NSCCL, DPs	March – April 2012		MESW	Advocacy Logistical Support-computers, bicycles, stationary, printers	To be discussed within IPEC. Depends on whether (similar) activities are already included in work plans and budget or additional resources are needed	NSCCL Donors (e.g. USDOL)
Critical priority area 2: To strengthen the communication capacity of the CLU									
1. Need for a communication strategy: Define a communication strategy for partners involved in the implementation of the NPA Regular updating of the Labour Department/CLU website	Improving CLU capacity to coordinate implementation of the NPA	MESW/CLU, partner organisations	NSCCL, DPs	March – September 2012		MESW	Media campaign, e.g. a documentary on child labour Could also be support towards developing media strategy rather than the actual campaign products if more deemed appropriate after detailed discussions	To be discussed within IPEC. Depends on whether (similar) activities are already included in work plans and budget or additional resources are needed	NSCCL Donors (e.g. USDOL)
2. Create database/directory of all stakeholders	Improving CLU capacity to coordinate implementation of the NPA	MESW	NSCCL, DPs	March – September 2012		MESW	Support CLU and other national partners to compile a directory of all NGO/Projects on child labour in the country	March – September 2012	NSCCL Donors (e.g. USDOL)
3. Create networking/experience sharing platforms for stakeholders	Improving CLU capacity to coordinate implementation of the NPA	MESW	NSCCL, DPs	March – September 2012		MESW	Support for Child labour actors forum	March – September 2012	NSCCL Donors (e.g. USDOL)
4. Publicise the NPA (not just print copies, also via radio, TV, website, etc.)	Improving CLU capacity to coordinate implementation of the NPA	MESW	NSCCL, DPs	March – September 2012		MESW	Media campaign e.g. a documentary on child labour	To be discussed within IPEC. Depends on whether (similar) activities are already included in work plans and budget or additional resources are needed	NSCCL Donors (e.g. USDOL)
Priority issue 3: Ensuring government commitment to elimination of child labour									
1. Provide increased resources	Ensuring that NPA implementation has sufficient resources	MESW	All national stakeholders, DPs	March – December 2012		MESW, NSCCL	Advocacy	To be discussed within IPEC. Depends on whether (similar) activities are already included in work plans and budget or additional resources are needed	NSCCL Donors (e.g. USDOL)

Action point	Towards which goal	Lead partner	Collaborating partner	Timeframe	Milestone (if applicable)	Monitoring by	Suggested IPEC support action point	Timeframe, IPEC action	Monitoring IPEC action by
2. Ensure budgetary allocations	Ensuring that NPA implementation has sufficient resources	MESW	All national stakeholders, DPs	March – June 2012		MESW, NSCCL	Advocacy	To be discussed within IPEC. Depends on whether (similar) activities are already included in work plans and budget or additional resources are needed	NSCCL Donors (e.g. USDOL)
3. Strengthen the labour department and make the Child Labour Unit (CLU) more visible	Ensuring that NPA implementation has sufficient resources	MESW	DPs	March – September 2012		MESW, NSCCL	With other ILO units (for example Inspection) mobilise resources for capacity assessment and plan development Logistical Support- computers, bicycles, stationary, printers	March - September 2012 To be discussed within IPEC. Depends on whether (similar) activities are already included in work plans and budget or additional resources are needed	NSCCL Donors (e.g. USDOL)

4. Lessons learned from the process

A number of lessons for the organisation of reviews and similar exercises can be derived from this review.

Firstly, the review was carried out during a time when IPEC and its partners were exceedingly busy with a number of activities and has several mission coming in and going out at the same time. This included the coordination capacity workshop being organised back-to-back with a training workshop for labour inspectors. Both workshops were located outside Accra. This was a result of a number of factors, including the heavy work load in IPEC Ghana, the need to gather participants outside Accra (to prevent “partial attendance” and availability of all resource people.

Though the two workshops informed each other, organising them back-to-back posed a number of challenges, most notably that partners and IPEC staff were tied up and found it difficult to accommodate all requests for participation in IPEC supported activities. Hence, attendance in some of the FGDs under the review were poorly attended and/or attended by participants who had to sit through interviews at night during workshops. Moreover, IPEC staff was extremely busy and found it hard to give full attention to activities. The lesson learned is simply to allocate time and space to key exercises to the extent possible.

A number of the issues that were raised, especially regarding capacity for coordination among IPEC implementing partners were issues that could have been dealt with more effectively during the projects’ start up phases. This includes, for example, establishment of clear communication channels among different IPs. Due to the different starting times of the projects in Ghana, as well as the turn-over in management staff, such communication and coordination mechanisms are still under development. A more systematic approach to support to national offices for coordination and communication could probably be useful, for example contained in the IPEC Project operations Manual (POM). This will also be discussed in detail in the capacity review report. The lesson learned with regard to the organisation of capacity review is twofold: Firstly, the inclusion of IPEC capacity and role is an integral part of reviewing national capacity as IPEC is a key supporter of NPA implementation in most countries; secondly, an external reviewer can provide suggestions and recommendation, but implementing changes and improving coordination is a process that requires both leadership and participation from all IPEC staff in country as well as support from the ILO Area Offices and ILO/IPEC HQs to streamline inefficient processes, ensure sufficient resources etc.

While this exercise looked at coordination, the need for improved monitoring and evaluation of the NPA was raised repeatedly. It is worth noting, that the NPA M&E framework is still under development, though the NPA covers the time period from 2009-15. Assessing whether national and local coordination is effective and sustainable should ideally be part of monitoring and evaluating the NPA. With poorly developed NPA M&E frameworks and limited resources for NPA M&E available, it may be useful to focus more attention on this aspect of the NPA.

Annex 1: List of people met

Name	Title	Organisation
AdwoaTwum	Research Analyst	NHIA
AgnessAddo-Mensah	Director of Education	Non-Formal Education Division
Albert Atabila	Field Coordinator	ILO/IPEC Ghana
Albert T Addison	Community Extension Agent/DCPC member	CSSVDCU (COCOBOD)
Alberta Laryea-Djan	Head, International Affairs	Ghana Trade Unions Congress
Alex Soho	Senior Programme Officer	ILO/IPEC Geneva
Alfreda O. Gyanfi	Programme Officer/DCPC member	Development Fortress Association
Anthony Awotue	Principal Labour Officer	EIB. Labour Department, MESW
Archer	NGO representative on DCPC/DCPC member	Birim South District
Asare Augustus	Project Coordinator	Child and Youth development Network
Barnett Qudico	Programme Director	COCOBOD
Ben Amicuma-Sey	District Officer/DCPC member	COCOBOD
BismarkDuodu	District Labour Officer/DCPC member	Labour department
CecilliaAma Anderson	Coordinator – Child Rights and Protection	World Vision Ghana
Charity Dodoo	Field Coordinator	ILO/IPEC Ghana
Charles Asante-Bempong	Project Manager	Ghana Employers association
Clarke Noyou	Programme Officer	MOWC
Cyprian Lanjeh	Programme Officer	Child Labour Unit
Daniel	M&E officer	ILO/IPEC Ghana
Daniel Sampson	Project Coordinator	Child Rights International
David Agbenu	Organising Secretary	Ghana Journalists Association
Dora Hammond	Deputy director, Programmes	NCCE
Ebenezer Osei	Project Coordinator/DCPC member	Global Response Initiative (GLORI)
Edwin Tamakloe	Emigration Officer/DCPC member	Emigration Services
Egham Edward	District Agricultural Officer/DCPC member	MOFA
Elizabeth Akanbombire	Senior Labour Officer	CLU, Labour Department, MESW
Elizabeth Hagan	Chief Labour Officer	Labour Department
ElluwiOwusu_Adoma	Assembly Member/DCPC member	Disrtist Assembly
Eugene Korleley	Deputy Chief Labour Officer	Labour Department
Felix Awu	District Agricultural Officer/DCPC member	MOFA
Grace Boakiye-Yiadom	Field Coordinator	ILO/IPEC Ghana
Henry NiiOdai	Director Social and Demographic Statistics	Ghana Statistical Service
HonoreBoua-Bi Semien	International Project Manager	ILO IPEC Abidjan
IdrisAbdallah	Child Protection Specialist	UNICEF Ghana
InusahShirazu	Development Planning officer	MLGRD
James Boadi	District Social Welfare Officer/DCPC member	Department of Social Welfare
Janet Osei	Project Coordinator	Development Fortress Association

Name	Title	Organisation
Joanna W. Mensah	Deputy Director	Department of Social Welfare
Josephine Dzokoto	District Social Welfare Officer/DCPC member	Department of Social Welfare
Josephine Kuffour-Duah	Deputy Director	GES
Kwame	National Programme Officer	ILO/IPEC Ghana
Lalaina Razafindrakoto	International Programme Officer	ILO/IPEC Ghana
Malaika Jibril Alhassan	Administrative Representative	DOVVSU
Maria Vasquez	International Programme Officer	ILO/IPEC Ghana
Mark Anthony	District Labour Officer/DCPC member	Labour Department
Mary Mpereh	Primary Planning Analyst	NDPC
Oduro Boachie	Principal Labour Officer	Labour Department
Oduro Boachie Yiandum	Principal Labour Officer	Labour Department. MESW
Patience Dapaah	National Programme Coordinator	ICI Ghana
Prof. Richard Jinks Bani	National Programme Manager	NPECLC
Robert Mensah Akpodior	Executive Secretary	NYEP
Shaibu Muniro	Extension Officer	Directorate of Agricultural extension services, MOFA
Simon Steyne	Head of Social dialogue and Partnerships	ILO/IPEC Geneva
Sonia Molinari	Programme Officer	ICI Geneva
Stella Dzator	National Programme Officer	ILO/IPEC Ghana
Stephen McClelland	Chief Technical Advisor	ILO/IPEC Ghana
Vitalis Kamewala	District Labour Officer/DCPC member	Labour Department

Annex 2: Background documentation

Child Labour Unit: Annual Report 2011, Accra 2012

Child Labour Unit: Annual Work Plan 2011, Accra 2011

Government of Ghana: National Programme for the Elimination of Child Labour in the Cocoa Sector, 2006-2011, Accra 2006

Government of Ghana: the National Plan of Action for the Elimination of the Worst Forms of Child Labour in Ghana (2009 – 2015), Accra 2009

ILO/IPEC Ghana: Briefing note and summary of APs (unpublished)

ILO/IPEC Ghana: Integrated work plan for 2012

ILO/IPEC Uganda: Action Research on Integrated Area Based Approach and CLMS in Rakai District, Kampala 2012

ILO/IPEC: Integrated Area Based Approaches for Child Labour Free Zones: A Review of ILO/IPEC Experiences in Brazil, India, Tanzania and Uganda, Geneva, 2010

ILO/IPEC: Programme Document, Towards child labour free cocoa growing communities in Côte d'Ivoire and Ghana through an integrated area based approach, Geneva 2010

Ministry of Employment and Social Welfare: Draft Standard Operating Procedures for prevention, protection and withdrawal of Children from Child Labour, Accra 2012

Ministry of Employment and Social Welfare: Ghana Child Labour Monitoring System, draft concept note, Accra 2012

UN in Ghana: UNDAF Action Plan 2012-2012, Accra 2011

Unicef Ghana: Report on the Mapping and Analysis of Ghana's Child Protection System, Accra 2011

Venture Philanthropy Partners: McKinsey Capacity assessment Grid, www.venturephilanthropypartners.org

Annex 3: List of participants, coordination workshop

No	Name	Organisation	Telephone	Email
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49.	Mercy Adu-kusi	ILO		afiaadukusi@gmail.com
50.	Charles Asante Bempong	GEA		
51.	Birgitte Poulsen	Consultant / workshop facilitator		

Annex 4: Programme, coordination workshop

Monday 13 February			
Time	Topic	Presenter	Facilitator
09.00 – 10.00	Welcome and official opening IPEC Rep. of IA MESW	Opening: IPEC CTA To be nominated by IAs Hon. Minister of Employment & Social Welfare	Mr. Andrews Tagoe, GAWU of TUS
10.00 –	Introduction to workshop purpose and programme	Stella Maria	Birgitte
11.00	Ice breakers (getting to know each other)		
11.00 – 11.30	COCOA BREAK		
11.30 – 12.15	Overview of ILO/IPEC in Ghana	IPEC	NPECLEC
12.15 – 13.00	Presentation of key partner action: Partner strategies, role and activities to eliminate child labour in the cocoa sector	-	Birgitte, Stella, Maria
13.00 – 14.00	LUNCH		
14.00 – 16.15	Presentation of posters		Birgitte
16.15 – 16.30	COCOA BREAK		
16.30 – 17.15	Overview of child labour issues in the cocoa sector in Ghana: Issues, strategies to address the problem, key actors and experiences with CLMS	NPECLC	Mr. Charles Asante Bempong, GEA
17.15 – 18.00	Presentation of the GCLMS Framework	NPECLC	Mr. Charles Asante Bempong, GEA
Tuesday 14 February			
Time	Topic	Presenter	Facilitator
08.00 – 09.30	Group work on coordination for CLMS		
09.30 – 10.30	Report back to plenary from group work on CLMS data structures	Group rapporteurs	Birgitte & Stella
10.30 – 11.15	Presentation of IABA and coordination experiences from other countries	Birgitte	Ms. Gloria Noi, MESW
11.15 – 11.30	COCOA BREAK		
11.30 – 12.15	The draft SOPs for support to children at risk of or in the WFCL	Elizabeth, CLU	Patience Dapaah, ICI
12.14 – 13.00	The role of livelihoods and skills in elimination of child labour in cocoa in Ghana	COTVET/Department of Cooperatives	Shaibu Muniru, MOFA
13.00 – 14.00	LUNCH		
14.00 – 15.30	Group work sessions on sustainable community level coordination and creation of		Birgitte & Stella

	referral structures		
15.30 – 16.00	COCOA BREAK		
16.00 – 17.30	Report back from group work on referral structures	Group rapporteurs	Birgitte & Stella
Wednesday 15 February			
Time	Topic	Presenter	Facilitator
08.30 – 10.00	Development policy and programme coordination in Ghana	Mrs. Mary Mpereh, National Planning Commission	Bright Appiah, CRI
10.00 – 11.00	Policies, strategies, key priorities and coordination mechanisms in the education sector	Dr. Dominic Pealore, Ministry of Education	Leslie Tetteh, GNECC
10.00 – 10.30	COCOA BREAK		
10.30 – 13.00	Group work to identify possible ways to strengthen district capacity for coordination, integration and mainstreaming		Birgitte & Stella
13.00 – 14.00	LUNCH		
14.00 – 15.30	Report back from groups	Group rapporteurs	Birgitte & Stella
15.30 – 16.00	COCOA BREAK		
16.00 – 17.30	Group work on ways the strengthen national coordination mechanisms		Birgitte & Stella
Thursday 16 February			
Time	Topic	Presenter	Facilitator
09.00 – 10.30	Report back from groups	Group rapporteurs	Birgitte & Stella
10.30 – 11.00	COCOA BREAK		
11.00 – 12.30	Parallel session 1: Working group synthesising group recommendation into proposal for strengthening coordination mechanisms	-	MESW and NDPC
11.00 – 12.30	Parallel session 2: IPEC and coordination:		Birgitte & Stella
12.30 – 13.30	Presentation of proposal from working group Agreement on way forward and closing of workshop	Working group representative	Barnett Quaccoo, COCOBOD
13.30 – 14.30	LUNCH and FAREWELL		