# Good practices and lessons learned in cocoa communities in Ghana

ILO-IPEC Cocoa Communities Project (CCP)

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International Programme on the Elimination of Child Labour (IPEC)

Fundamental Principles and Rights at Work Branch (FUNDAMENTALS)

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ACRONYMS

CAP	Community Action Plan
CAYDNET	Child Aid And Youth Development Network
CCP	Cocoa Communities Project
CCPC	Community Child Protection Committee
CHPS	Community Health Planning and Services
CL	Child Labour
CLM	Child Labour Monitoring
CMES	Comprehensive Monitoring and Evaluation System
CRI	Child Rights International
CSSVDCU	Cocoa Swollen Shoot Virus Disease Control Unit
DA	District Assembly
DCE	District Chief Executive
DCPC	District Child Protection Committee
DFA	Development Fortress Association
EA	Extension Agent
FM	Frequency Modulation
GAWU	General Agricultural Workers Union
GCLMS	Ghana Child Labour Monitoring System
GEA	Ghana Employers Association
GES	Ghana Education Service
GHS	Ghana Health Service
GLORI	Global Responses Initiative
GLSS	Ghana Living Standards Survey
GSS	Ghana Statistical Service
ICI	International Cocoa Initiative
ILO	International Labour Organization
IPEC	International Programme on the Elimination of Child Labour
KG	Kindergarten
LBC	Licensed Buying Company

M&E	Monitoring and Evaluation
MESW	Ministry of Employment and Social Welfare
MGCSP	Ministry of Gender, Children and Social Protection
MLGRD	Ministry of Local Government and Rural Development
MPs	Members of Parliament
NBSSI	National Board for Small Scale Industries
NCCE	National Commission for Civic Education
NDPC	National Development Planning Commission
NFED	Non-Formal Education Division
NGO	Non-Governmental Organization
NHIS	National Health Insurance Scheme
NPA	National Plan of Action
NPECLC	National Programme for the Elimination of Worst Forms of Child Labour in Cocoa
NSCCL	National Steering Committee on Child Labour
OSH	Occupational Safety and Health
SCREAM	Supporting Children Rights with Education, Arts and Media
TBP	Time Bound Programme
TUC	Trades Union Congress
USDOL	United States Department of Labour
WACAP	West Africa Cocoa and Commercial Agriculture Project

PREFACE

The International Labour Organization (ILO) has been at the frontiers of combating child labour through the provision of technical assistance to its three constituents: government, workers and employers in Ghana. The ILO-IPEC Cocoa Communities Project (CCP) is one of ILO's interventions which was implemented over a 44-month period. Over the period, actions yielding tangible and relevant outcomes were carried out in 40 communities across seven districts. This translated into community-led holistic development initiatives in education, health, infrastructure, livelihood and improved technical capacity. To all intents and purposes, the ILO-IPEC Cocoa Communities Project (CCP) was very successful in achieving its objectives.

This compendium of good practices outlines some measures that were innovative, relevant/responsive, efficient, effective, ethical, sustainable and replicable. The project exceeded its targeted number of beneficiaries and made significant gains in addressing some of the root causes of child labour in cocoa growing communities.

The purpose of this compendium is to provide the community of practice with a set of approaches that yield results. The expectation is that future projects will not have to re-invent wheels and waste resources finding out what might work. Here in this compendium is what works.

This document is one of a set of three documents which also includes a photo album and an audio-visual documentary. Together, these three components of the compendium of good practices and lessons learned from the ILO-IPEC Cocoa Communities Project (CCP) presents a useful tool-kit to inform the design and execution of future child labour interventions in Ghana and beyond. It is hoped that these good practices and lessons will inform on-going and future projects to increase the success rate and reduce the occurrence of child labour in Ghana progressively.

EXECUTIVE SUMMARY

For more than a decade, strenuous efforts have been invested in the fight against child labour in Ghana. The Constitution of the Republic of Ghana guarantees the right of children to be protected from work that threatens their health, education and development. According to the sixth Ghana Living Standards Survey (GLSS – 6) performed by the Ghana Statistical Service (GSS), 21.8 per cent of children in Ghana are in child labour, many of these being engaged in worst forms of child labour.

The ILO-IPEC Cocoa Communities Project (CCP) is one of the key elements of the "Framework of Action to eliminate the worst forms of child labour in the cocoa industry in Ghana and Cote d'Ivoire". The Project piloted new approaches aimed at eliminating child labour in selected communities using an integrated area-based approach. It also included the application of a new Comprehensive Monitoring and Evaluation Strategy (CMES) that developed its Theory of change (with participation of key stakeholders) as a starting point. The CMES focuses on results including outputs, project direct outcomes, broader or higher outcomes and impacts, monitoring of context, and articulating monitoring and evaluation components.

The project was implemented in 40 communities in seven districts across the Western, Central and Eastern Regions of Ghana. The project had five main prongs, namely social mobilization and community action planning, promotion of quality education, sustainable livelihoods for households, child labour monitoring and capacity building of ILO constituents. It was managed by the ILO-IPEC team including ILO Field Coordinators stationed in the project districts, and with the support of the National Steering Committee on Child Labour (NSCCL).

The Project made significant strides both at the downstream and upstream levels in empowering national and sub-national level partners to own and address the worst forms of child labour in line with the set outputs and objectives.

In developing the good practices and lessons learned, a desk review of technical and activity reports was done, followed by stakeholder consultations. Possible good practices identified in this process were matched against the following criteria and qualified as good practices if they were innovative, effective, efficient, responsive/relevant, ethical and sustainable/replicable. Lessons learned were composed of approaches and strategies that worked but did not meet all the criteria for a good practice, strategies that worked with challenges or those that could have worked better. A stakeholder workshop to build consensus on the identified good practices was also organized. The entire process involved partners strongly.

Through this process, the following good practices were identified:

Level 1: Innovative practices
    (1) The integrated area-based approach
    (2) Enhanced child labour monitoring
    (3) Testing new models of work
    (4) Effective coordination
    (5) Building knowledge (research)
    (6) Formation of Inter-Parliamentary caucus on Child Labour
    (7) Development of Code of Conduct with Licensed Buying Companies

Level 2: Successfully demonstrated practices
    (1) Regular monitoring and evaluation
    (2) Working with others
    (3) Community Action Planning
    (4) Meeting directs needs
    (5) Aligning with national programs
    (6) The ILO continuum of work
    (7) Livelihoods and cooperatives

Level 3: Replicated practices
    (1) Active documentation
    (2) Multi-media approach to awareness raising
    (3) Mainstreaming elimination of child labour
    (4) Linkage to existing social interventions
    (5) Child participation in elimination of child labour

Lessons learned were the following
    (1) Initial planning may take much time but it's worthwhile.
    (2) Linking awareness-raising with social mobilization yields attitudinal change and responsible behaviour.
    (3) Improving quality of education improves access and outcomes of schooling.
    (4) Livelihood empowerment should be appropriate and timely.
    (5) Capacity building is effective when it is practical and field-oriented.
    (6) Information sharing should extend to implementing as well as non-implementing partners.
    (7) The ILO integrated management system gave the CCP strong support.
    (8) Changes in government administration can affect project delivery downstream.
    (9) Monitoring, to be effective and productive, must be continued even after project.
    (10) Manage community information and expectations.

It is the hope of the ILO-IPEC Cocoa Communities Project (CCP) that future projects will tap into these good practices and lessons as a guide to successful implementation.

CHAPTER 1. INTRODUCTION

1.1   CHILD LABOUR IN GHANA

Child labour in Ghana is still rather high, with 21.8 per cent of children in Ghana being involved in Ghana, according to the sixth round of the Ghana Living Standards Survey (GLSS 6). Among the work that children perform include agriculture, mining, quarrying, fishing, street vending, begging, working in restaurants, domestic work and prostitution among several other forms of work. These forms of work that constitute child labour are distinct from light child work which are permissible by law and contribute to grooming and socialization of the child. It is noted that work sometimes starts as light work but crosses a line to become child labour when the same work begins to affect the child's health, education, morals and development negatively. The Children's Act 1998, (Act 560) establishes this distinction clearly in line with Ghana's 1992 Constitution and the ILO Convention Nos. 138 on the Minimum Age for Employment and 182 on the Worst Forms of Child Labour.

Several projects have been implemented to eliminate child labour, particularly its worst forms, in Ghana. The ILO has been in the lead in providing technical support to Ghana on these interventions since 2000 when a Memorandum of Understanding was signed between the Government of Ghana (Represented by the then Ministry of Employment and Social Welfare) and the ILO. Eleven (11) projects have so far been implemented including the ILO Country Programme (2000-2003), the LUTRENA Project (2001-2004), Capacity Building Project (2002-2004), the West Africa Cocoa/Commercial Agriculture Project (WACAP, 2001-2003), Time Bound Project (TBP, 2003-2006), ECOWAS I and II projects (2007-2014) and the Public Private Partnership (PPP) Project. The Government of Ghana has also taken up elimination of child labour by establishing the Child Labour Unit (CLU) and National Programme for the Elimination of Worst Forms of Child Labour in Cocoa (NPECLC), both of which operate under the Ministry of Employment and Labour Relations (MELR). The National Plan of Action for Elimination of Child Labour in Ghana (NPA) which received Cabinet endorsement in 2010 provides a clear roadmap for achieving holistic elimination of child labour. Other projects have also been established by various NGOs and Government agencies at national, district and community levels to eliminate child labour. All these projects have contributed significantly to the elimination of child labour. However, the rate of decline of child labour has been slow within the last ten years.

Child labour presents many problems to individuals, communities and the nation at large. Children operate inappropriate equipment without due supervision and injure themselves. They work long hours without ample rest, which affects their sight and others senses. They carry heavy loads which affects their physique. These health effects could prove damaging,

especially where amputation and other debilitating injuries occur. Child labour also deprives children of their education. During cocoa harvest season, some children are prevented from attending school in order to support harvesting. Some of them use the dangerous harvesting hooks which can cause sharp cuts to the head, eyes or other parts of the body. Some break pods with the breaking knife which could cut the thumb or the palm. Some children do not actually operate sharp tools but perform permissible farm work such as gathering pods. However, they still miss school hours, which makes them inadequately educated.

The long term effect of these activities is that many children grow up poorly educated. They fail their exams and may have few options in terms of continuing their formation. They grow up poor and struggle to earn a living. Their children also have few opportunities which perpetuates the cycle of poverty. This tells heavily on the social welfare system of the nation. It deprives the nation of good quality citizens who are able to contribute strongly to the national economy, debates and development programmes. It robs the nation of its future leaders who never realize their full potential.

1.2 BACKGROUND TO THE ILO-IPEC COCOA COMMUNITIES PROJECT (CCP)

The ILO-IPEC Cocoa Communities Project (CCP) was conceived in 2010. It was a means of achieving the revised targets of the "Harkin-Engel Protocol",[1] which had been set within the Framework for Action developed by the Child Labour in Cocoa Coordination Group (CLCCG). The project was conceived by the US Department of Labour (USDOL) in response to the Framework for Action, and funds were made available for this project which was implemented in Ghana as well as Cote d'Ivoire. The project was titled "**Towards child labour-free cocoa growing communities in Cote d'Ivoire and Ghana through an integrated area-based approach – Cocoa Communities Project**". The project sought to intensify efforts to eliminate child labour.

The objective of the CCP was to promote thriving cocoa growing communities in which all children are at school and out of child labour. A key strategy for achieving this objective was the Integrated Area-Based Approach, the IABA, which targeted achievement of child labour-free zones, irrespective of the sector within which the children were found working. The project engaged a community and family approach while setting its interventions within the

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[1] The Harkin-Engel Protocol, developed in 2001, was a voluntary protocol developed by cocoa and chocolate industry representatives in partnership with Senator Tom Harkin and Representative Eliot Engel to eliminate the worst forms of child labour in the growing and processing of cocoa beans and their derivative products wherever cocoa is grown. It was revised in 2008. Then in 2010, a Framework of Action to Support Implementation of the Harkin-Engel Protocol was agreed by the Child Labour in Cocoa Coordinating Group (CLCCG) which was made up of representatives of cocoa and chocolate industry and the Governments of Ghana, Cote D'Ivoire and the USA. See http://www.responsiblecocoa.com/about-us/the-harkin-engel-protocol/

national framework as a means of ensuring sustainability. The specific objectives of the project were as follows:

By the end of the project,

(1) Men, women, boys and girls in the selected cocoa growing communities will use increased understanding of child labour to develop and implement plans to eliminate child labour in their communities.

(2) Boys and girls in the selected cocoa growing communities will have improved access to relevant quality education including appropriate complementary or alternative opportunities for boys and girls who are out of school.

(3) Targeted households in the selected cocoa growing communities will have enhanced sustainable livelihoods.

(4) National capacity to deploy an appropriate child labour monitoring system will be improved.

(5) The technical and institutional capacity of ILO constituents and partner organizations to contribute to the implementation of NPAs and interventions will be enhanced.

1.3 IMPLEMENTATION AND MANAGEMENT OF THE CCP

1.3.1 PROJECT MANAGEMENT

The Project which was implemented over a 44 month period is aligned to the projects "ECOWAS I and II"[2], which ended in April 2014 and to the project "Public-Private Partnership"[3] (PPP) which ended in December 2014. ECOWAS I and II are funded by USDOL and the PPP by the private sector. They were under a common management structure aimed at the same development objective and worked in some cases with the same stakeholders, with the support of the National Steering Committee on Child Labour (NSCCL). Management of the CCP was at two levels, i.e. management within the ILO-IPEC, and coordination among the different implementing partners. The common structure and alignment allowed for cross-fertilization among projects and increase efficiency and effectiveness.

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[2] Elimination of the Worst Forms of Child Labour in West Africa and Strengthening Sub-Regional Cooperation ECOWAS I (RAF/09/51/USA) and ECOWAS II (RAF/10/53/USA).
[3] Public-Private partnership between the Chocolate and Cocoa Industry and the ILO to Combat Child Labour in Cocoa Growing Communities in Ghana and Cote d'Ivoire.

1.3.2 TARGETS

The project was designed to be implemented in 40 communities, spread across 4 districts in three regions, namely Suhum-Kraboa-Coaltar and Birim South Districts in Eastern Region, Wassa Amenfi West District in Western Region and Twifo-Hemang-Lower Denkyira District in Central Region.[4] The communities were identified as cocoa-growing communities with a high incidence of child labour and where there were opportunities for remedial action, including the availability of schools and social protection programmes such as the Livelihood Empowerment against Poverty (LEAP). The list of project communities is in Annex 2.

1.3.3 PROJECT IMPLEMENTATION

Partners were identified to implement Action Programmes according to their core work, skill set, experience and mandate. At the national level, there were Governmental agencies such as National Development Planning Commission (NDPC) facilitating the mainstreaming of child labour into the national agenda, National Commission on Civic Education (NCCE), Non-Formal Education Division (NFED) and Ghana Education Service (represented by the Basic Education Division, i.e. GES/BED) undertaking sensitization and implementing education improvement and literacy promotion. The Ghana National Association of Teachers (GNAT) also took part to support teacher mobilization for elimination of child labour. There were also the social partners, i.e. Ghana Employers' Association (GEA) and Trades Union Congress represented by the General Agricultural Workers Union (GAWU of TUC). National level NGOs such as International Cocoa Initiative (ICI) also took part in the project, facilitating the Community Action Planning (CAPs) process

At the district level, District Assemblies were a key partner, leading the process of eliminating child labour through support to CAP implementation, policy implementation and establishment of systems for improvement of children and communities. Government agencies at district level also participated in the project by supporting interventions according to their mandates. For example, the Labour Department, Social and Community Development Departments led the formation of child protection committees, child labour monitoring, support to children in and at risk of entering into child labour and liaising between the district and the project. Direct Action Implementing Agencies (DAIAs), four NGOs, also mobilized communities and liaised with other project partners to provide smooth implementation. These NGOs also supported communities directly, particularly in identifying children who are in or at risk of child labour, withdrawing them from work and providing them with the needed items to enter or re-enter school or technical training.

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[4] In the course of the project, Suhum-Kraboa-Coaltar District was divided into Suhum Municipality and Ayensuano District. Wassa Amenfi West District was divided into Wassa West District and Wassa Central District. Twifo-Hemang-Lower Denkyira District was divided into Twifo Atti Mokwa District and Hemang Lower Denkyira District. The project however continued in all the initial communities, and the newly created District Assemblies came on board the project.

The communities were a key partner in the project. They were not only beneficiaries; they were partners who were consulted in each stage of the project process, and they also contributed their knowledge, skills, time and other resources to the implementation of the project.

The donor, USDOL, as well as other ILO offices also took part in project design and also carefully monitored the entire process, giving the needed support at every stage of the project. They also took part in project evaluation.

1.3.4   PROJECT MONITORING AND EVALUATION

The Project piloted a new Comprehensive Monitoring and Evaluation Strategy (CMES) that developed its Theory of change (with participation of key stakeholders) as a starting point. The CMES focused on results including outputs, project direct outcomes, broader or higher outcomes and impacts, monitoring of context, and articulating monitoring and evaluation components. The purpose of monitoring was to keep the project on track to achieve the desired results. A National Project Officer in charge of monitoring was recruited by ILO to lead project monitoring. ILO also recruited Field Coordinators who supported the implementing agencies in the districts and also supported coordination of activities.

Implementing agencies monitored their own activities and reported on these regularly to the ILO. The ILO monitoring team paid several supportive monitoring visits to the project communities. Project evaluation was also performed: mid-term and expanded final evaluation towards the end of the project.

CHAPTER 2. METHODS FOR DEVELOPING GOOD PRACTICES AND LESSONS LEARNED

2.1 PURPOSE AND OBJECTIVES OF THE ASSIGNMENT

The purpose of the assignment was to contribute to the acceleration of progress towards the elimination of child labour in Ghana as well as other countries in similar situation. The specific objectives of the assignment were to:

(1) Identify and effectively document the lessons learned in the design, implementation, management, monitoring and evaluation process and opportunities.

(2) Identify and effectively document any good practices from the design, implementation, management, monitoring and evaluation of the project and existing opportunities.

The scope of work included addressing each of the project objectives and, to the extent possible, project outputs.

2.2 CRITERIA FOR SELECTING GOOD PRACTICES

The criteria for determining what makes a practice "good" per the terms of reference are:

- Innovative or creative
- Effectiveness/impact
- Replicability
- Sustainability
- Relevance
- Responsive and ethical
- Efficiency in implementation

In the assignment, however, this list of criteria was compared with definitions of good practices in other publications. The list was then trimmed to the following list of critical criteria:

(1) Innovative
(2) Effective
(3) Efficient
(4) Responsive/relevant
(5) Ethical
(6) Sustainable/replicable

Criteria for identifying GPs

Original ILO criteria:

- Innovative
- Effective
- Efficient
- Responsive
- Relevant
- Ethical
- Sustainable
- Replicable

Final criteria:

- Innovative
  - New or improved ideas & work
- Effective
  - Appropriately contextualized & worked
- Efficient
  - Coordinated effort at the right price
- Responsive/relevant
  - To the aspirations & points of view of beneficiaries
  - Addressing underlying causes, not symptoms
- Ethical
  - Non-discriminatory with broad shared benefits
- Sustainable/replicable
  - Developing capacities
  - Building on existing structures
  - A possible foretaste of impact

The good practices thus identified were further classified into three levels:

- Level 1: **Innovative practices**
- Level 2: **Successfully demonstrated practices**
- Level 3: Replicated practices

2.3   IDENTIFYING LESSONS LEARNED

Lessons learned were composed of the following:

- Approaches and strategies which worked but did not meet all the six criteria for good practices
- Strategies that worked with some challenges
- Strategies which could have worked better

2.4   THE PROCESS OF GATHERING GOOD PRACTICES AND LESSONS LEARNED

Development of good practices was undertaken between October and November 2014. The following activities were undertaken:

(1)   A method was proposed and agreed as part of the contract process. This included a set of questionnaires which were to be administered to partners (see annex).

(2)   The ILO officially introduced the consultant to the partners of the project to facilitate interactions.

(3)   A team was raised to undertake the activities. The team included three assistants to support with administration of questionnaires. Since this assignment also included development of a video documentary, a video producer and editor were also roped unto the team.

(4)   Technical progress reports (TPRs) of implementing partners, project documents, videos and photos of project processes, documents produced during the project and other documented materials were received from ILO-IPEC Cocoa Communities Project (CCP). A desk review was performed to tease out practices that were applied in the project.

(5)   The questionnaires were sent to partners to fill out.

(6)   Direct consultative interactions were planned and performed with all project partners, even though a few partners were not available for interviews/interactions.

(7)   A good practice matrix was used. Identified practices were populated into the matrix and each practice was matched against the six criteria for determining a good practice.

(8)   Practices that met the criteria were followed up in the project reports and also with the partners concerned. Specific case stories relating to these practices were identified.

(9)   Another matrix was developed for the lessons learned. This matrix identified lessons and classified them as approaches and strategies which worked but did not meet all the six criteria for good practices, strategies that worked with some challenges and strategies that could have worked better.

(10) The two matrices were discussed severally with the CCP team to shape them up and gather more information on the emerging good practices from the project.

(11) A validation meeting was organized on November 17th and 18th, 2014 for project partners to make inputs to the identified good practices and lessons learned. Comments from partners were incorporated into the good practices and lessons learned matrices.

(12) The matrices were translated into written prose.

2.5   LIMITATIONS OF THE PROCESS

There was limited time for the entire process of gathering and documenting good practices and lessons learned. This does not nullify the products in this document but acknowledges that more [good] practices could be identified later as the CCP is continually reviewed.

The timing of this assignment coincided with rounding up of CCP activities by partners. There was a lot of field monitoring and data collection to be undertaken, technical and financial reports to be developed and delivered, and other activities towards closure of the project.

This time was also towards the end of the year when most agencies round up their activities and plan for the coming year. It was therefore quite challenging to meet some partners for interactions. In fact, most of the partners were unable to find time to fill out the questionnaires. Gathering information was therefore done through face-to-face interactions with those that were available, and phone and/or Skype interactions with those that were not available for face-to-face interactions. The terms of reference of the assignment required the consultant to interact with ILO staffs in Geneva, Abuja, Abidjan and Dakar. These had to be done by email and Skype calls. Again, some of those contacted were very busy but supported the process as best as they could.

The power crisis in Ghana at the time of this assignment affected work immensely, causing a computer crash, loss of data and delaying the process. This was especially the case with the video production.

These limitations notwithstanding, the good practices and lessons learned were documented.

2.6 PRESENTATION OF THE GOOD PRACTICES AND LESSONS LEARNED

The nineteen good practices are presented in Chapter Three of this document according to the three levels. Level 1 (innovative practices) are the good practices which were new and applied in this project as an innovation. Level 2 (successfully demonstrated practices) are the strategies which were known but demonstrated successfully in the CCP. Some of these practices had already been applied in previous projects, but they were modified for the CCP and applied successfully. Level 3 (replicated practices) are strategies that had been tried before and were successfully replicated in the CCP, most with some innovations and changes to enhance their effectiveness.

Lessons learned are presented in Chapter Four, and some recommendations are made in Chapter Five.

CHAPTER 3. GOOD PRACTICES FROM THE CCP

3.1 LEVEL 1: INNOVATIVE GOOD PRACTICES

3.1.1 THE INTEGRATED AREA-BASED APPROACH (IABA)

All forms of child labour must be tackled

Previous ILO-IPEC projects dwelt on eliminating child labour from specific sectors. For example, the West Africa Cocoa/Commercial Agriculture Project (WACAP) dwelt on eliminating child labour in rice and cocoa farming. The Time Bound Project concentrated on six sectors, namely agriculture, fishing, quarrying, mining, commercial sex and street vending. These approaches concentrated strongly on the sectors in which children were found, seeking to eliminate child labour practices in these sectors. The IABA approach on the other hand focuses on the child and not the sector in which he or she is found working. This means every child who is found engaged in any form of child labour is a target for appropriate remediation, irrespective of the type of work or sector in which the child is working. Every child therefore stood a good chance of having an improved life through this approach.

The IABA has two important legs:

1. *Addressing all forms of child labour in the areas of intervention.*

2. *Adopting a comprehensive strategy with coordinated measures based on broad-based consensus, i.e. addressing the root causes of child labour, e.g. addressing ignorance through awareness raising and mobilization, addressing lack of education through improvement of the quality of education, addressing poverty by enhancing the livelihood of cocoa families, and addressing insufficient child labour monitoring by improving the capacities of national partners to perform surveillance.*

INNOVATION

While this approach may have been applied by some projects previously, it had not been given a name such as this project did. Neither had it been deliberately and consciously applied as in the ILO-IPEC Cocoa Communities Project (CCP). To implement the IABA, general sensitization was done at the beginning of the project in the districts and communities. This set the tone to define child labour in its generality, without focusing only on child labour on the cocoa farm and in the cocoa supply chain. Using education and vocational training as the fulcrum ensured that all children in or at risk aged up to 17 were included in remediation activities. In addition, the IABA ensured that children in, at risk of, or affected by child labour were not missed in any selected community.

EFFECTIVENESS

In previous projects, children were removed from particular sectors of work. They often entered new sectors and continued to engage in child labour on the blind side of the project.

In this case, children were removed from child labour in all sectors within a given geographical area. The project therefore did not encounter children moving from one sector to another, maintaining their child labour status. Monitoring was performed in a manner that identified all children in labour without being limited by the particular sector they were found in.

EFFICIENCY

This approach proved efficient in that sensitization and child labour monitoring focused on all children in the community, not only those in the cocoa sector. Provision of appropriate facilities and basic school infrastructure was done to attract all out-of-school children to school or to vocational training where they were too old to enrol in basic school. Community facilities such as boreholes were also provided to reduce the drudgery of children walking miles to fetch water daily before and after school hours. Funds were available for these general interventions which benefited all children as well as all adults in the communities. There was no need for special funds to be spent on specific sectors.

RELEVANCE

Almost 3,000 children in all were directly affected through application of the IABA. These were children who were in one form of child labour or another or, by their circumstances, were at risk of falling into child labour. The approach considered the factors that cause children to fall into child labour such as lack of appreciation of what child labour is, lack of attractive educational opportunities to occupy the children, poverty of caregivers, and insufficient application of laws, rules and regulations to protect children. Using the IABA, children, their families, teachers, community and district leaders and national level actors were all reached and actively engaged in the process.

ETHICS

This approach opens the doors for all children in child labour situation to be identified and supported. It does not discriminate by selecting only children working in the cocoa sector or any particular sector. Again, it opens the opportunity for families affected by child labour to be identified for support to prevent the children from returning into child labour when the intervention has ended. Very importantly, the IABA observes the right of every child to be protected from child labour which threatens their future. It also sought to address the root causes of child labour and holistically address the issue.

SUSTAINABILITY

The IABA sustains the efforts at eliminating child labour in all forms and from all sectors within a given area and prevents children from moving from one sector to the other. Sensitization messages focused on child labour as defined by the Children's Act 1998, Act 560, stressing that child labour is any work that negatively affects a child's education, health and development. Using radio and peer-to-peer sensitization, the message spread beyond the corners of the project communities, reaching neighbouring communities and districts. This is a further boost to reducing child labour within the given geographical area and surrounding areas as well.

Community child labour monitoring was designed such that children are monitored on farms, in the community and in school. The approach is sustainable as long as active sensitization and monitoring of child labour continues in the geographical area. This could be achieved through the CCPCs with the support of the DCPCs.

RECOMMENDATION

The IABA needs to be adopted and applied continuously in future projects. As a means of further sustaining the gains made through this approach, development of a holistic monitoring frame which takes all possible forms of child labour into account might prove essential.

Empowerment of key partners to mainstream the IABA needs to be considered. This will lead to continuity in awareness raising by CCPCs and other mandated institutions such as NCCE, GES (enhancing quality of and access to education), NBSSI, Department of Cooperatives, NFED, COCOBOD and MOFA (enhancing livelihoods of families), and the Departments of Labour and Social Development (enhancing child labour monitoring).
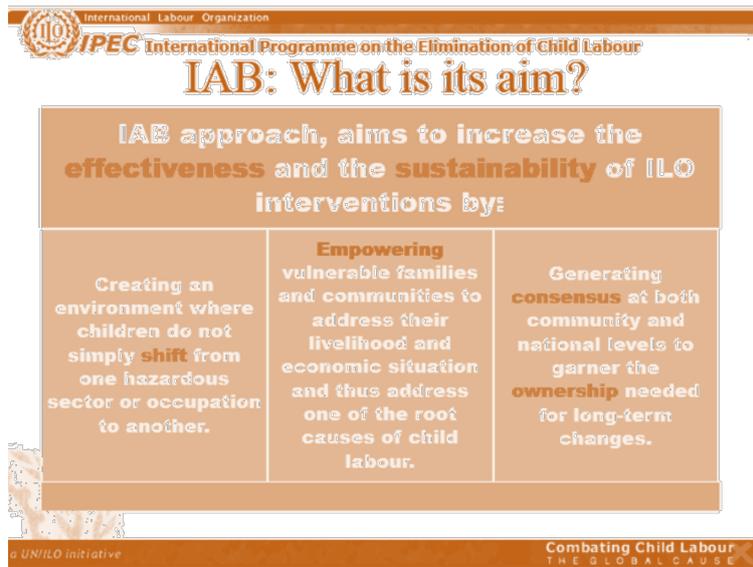
3.1.2 ENHANCED CHILD LABOUR MONITORING

When more people monitor, we identify better

Child labour monitoring is a key component of any intervention to eliminate child labour. Active monitoring is the best way to identify those in child labour in order to ameliorate their situation or those at risk to prevent more children from falling into child labour. This contrasts with a passive monitoring approach by which a child in labour is noted by chance. The more actively child labour is monitored; the easier it is for children in labour to be identified and those at risk to be prevented.

The GCLMS was applied in the CCP, with the formation or strengthening of DCPCs and CCPCs. They were trained and equipped for the task. The project provided them with a clear Term of Reference based on the GCLMS Framework and validated by NSCCL, ID Cards, T-shirts and other logistics to facilitate their work. The ID Cards and t-shirts are key marks of identity and legitimacy in their work. They were not the only ones mandated to perform child labour monitoring; all community members, armed with the knowledge of situations that constitute child labour, were interested to join in child labour monitoring.

INNOVATION

Two groups received specialized training and support to undertake child labour monitoring. The first group was teachers. The Ghana National Association of Teachers (GNAT) was a partner (not a direct implementing agency) in the CCP that developed a curriculum to train teachers in the project communities on child labour identification and monitoring while equipping them with modern teaching methods and skills. The teachers were thus equipped to monitor the attendance of their pupils, noting particularly children who had been withdrawn from work and enrolled in school, as well as children who had been disinterested in school and had returned to school through the project interventions.

The second group was the various Inspectorate Units including Labour Inspectorate, Education Inspectorate and Cocoa and Agricultural Extension Offices. Labour Inspectors extended their inspection activities beyond the formal sector to include the informal sector where they identify children performing hazardous work, assess the risk they are exposed to and provide advice to both adult farmers and children of legal working age to promote decent work. Education Inspectors including District Oversight Committees of Education also ensured that both pupils and teachers attended school regularly and punctually. School Management Committees (SMCs) and Parent-Teacher Associations (PTAs) also played key monitoring roles of children.

> "Our teachers monitor the school attendance of the children. They notice when a child did not attend school and they follow up to the house to see why he or she did not attend school. We, the children, also report to our teachers and the CCPC if someone does not come to school. Because of this, our parents make sure we attend school every day."
>
> *Dorcas Ametepe*
> *JHS 3 Pupil of Bimponegya JHS*

Cocoa Extension Services of the Ministry of Food and Agriculture and Ghana Cocoa Board respectively were also partners of the CCP and also developed a curriculum to train agricultural and cocoa extension officers in the principles of child labour and occupational safety and health as well as performing child labour monitoring. A training manual was also developed for Labour Inspectors on inspections in the agriculture sector and officers across the country were trained to apply the manual. This equipped the Extension Officers to actively monitor activities of children on the farm whenever they visited the farms as part of their work as well as support CCPCs in their work.

> *Capacity = Competence x mass*
> *Inclusion of teachers, Labour and Education Inspectors and extension officers in child labour monitoring increased the mass of people performing this activity. Giving them the competence to perform this role actually increased the capacity for performing child labour monitoring.*

With these groups joining the child labour monitoring effort, there was increased capacity to identify children in labour.

EFFECTIVENESS

The inclusion of teachers, Labour and Education Inspectors and Agriculture and Cocoa Extension Officers in child labour monitoring increased the number of persons performing child labour monitoring, which translated into increased vigilance. With increased vigilance, children and adults knew they were being watched, which caused them to change their behaviour. This is in accordance with the Hawthorne effect. This means if active monitoring should stop or slack, people could change back to their original practices of allowing children to perform inappropriate work. This calls for continued active child labour monitoring as an established system.

In addition to this, with inclusion of Cocoa Extension Officers in child labour monitoring, certification systems can rest assured that child labour is being very actively monitored. This

should boost their confidence in the cocoa purchased from places where this kind of surveillance exists.

A section of Community Child Protection Committee (CCPC)
in Oforikrombeing inaugurated

EFFICIENCY

Labour and Education Inspectors as well as Extension Officers simply added child labour monitoring to their daily schedules. They did not need to spend extra money to go out to perform child labour monitoring because they could monitor the activities of children directly on farms, in the community and along the way to the farm. Teachers also marked registers and noted children who did not attend school. They also received reports from the children who attend school about other children who did not attend school. This made the approach efficient.

Performing follow-up to find children who consistently absent themselves from school, particularly children who attend school from other communities, is where some resources might be needed. Collaboration with neighbouring communities and the DCPC would be very helpful increasing efficiency of this process.

RESPONSIVENESS

The involvement of teachers, education and labour inspectors and extension workers responds to the need for increased vigilance and identification of children in labour. In the case of Extension Officers, identifying children who perform inappropriate work gives them an opportunity to introduce farmers and other community members to approaches that reduce the need for children. This is in line with the objective of the NPECLC which requires approaches to reduce the need for children in cocoa production. Extension Officers would be able to support children of legal working age, i.e. those who are 15 years old and more, and young people (defined as persons aged 18 – 21 years in the Ghana's Labour Act 2005, Act 651) in need of work, to form farming gangs to undertake activities at a reasonable price.

This would reduce the need to employ or engage children to perform inappropriate farm work.

Teachers are also trained in providing guidance and counselling. They are therefore able to provide counselling to children who have fallen into labour situations and their families in order to divert their attention back to education or vocational training. Indeed, CCPCs and DCPCs can achieve a lot more with the support of all the partners including Extension Officers, Labour and Education Inspectors as well as teachers.

ETHICS

It is ethical for teachers to perform their given roles of monitoring the attendance of children in school, following up on those who do not attend regularly and provide them and their families with the needed support to be able to access education as required. Child labour monitoring helps them to exercise their guidance and counselling roles very well, applying their competence in this area. Their appreciation of education as well as child labour would be of benefit to children who need their support, not condemnation or punishment, when they have fallen into child labour situations.

Similarly, Extension Agents who have been trained to appreciate child labour are better able to support families and employers of such children to withdraw them from hazardous work and rather assign them reasonable work. Labour Inspectors have broken their boundaries and can now reach to the farms to identify children engaged in hazardous work.

SUSTAINABILITY

Extension Officers, Labour and Education Inspectors and teachers are an integral part of the society and will continue to play their roles when the CCP has ended. To increase sustainability of this model of child labour monitoring, it is important that the appropriate institutions absorb training of more Extension Officers, Labour and Education Inspectors and teachers in order to continually increase the capacity to perform child labour monitoring.

RECOMMENDATION

Apart from Cocoa Extension Officers, all other agricultural extension officers throughout the country need to receive training in child labour monitoring. Manuals were developed for training Agriculture Extension Officers in child labour principles and Occupational Safety and Health. These can be used for continued training by institutions and projects. A Child Labour Strategic Plan has also been developed by the DAES which includes child labour monitoring for continuity. Those in other occupations including sanitation workers, traders, drivers and others also need to be trained and involved actively in child labour monitoring.

3.1.3   A CHANCE TO PILOT NEW MODELS

What is new that works in eliminating child labour?

A project of this nature is usually a good opportunity to try new models and strategies. During the CCP, a number of new models and interventions were tested. Some of these were the Integrated Area-Based Approach (IABA), the training of teachers in child labour monitoring by GNAT and GES, and protection of children against child labour in the workplace, particularly among licensed cocoa buying companies (LBCs). It was also a chance for all the implementing partners to test approaches to work.

INNOVATION

The ILO tested the IABA and the CMES during the CCP. The ILO also tested two management approaches. One was working with a wide variety of partners including Government and non-governmental agencies, tapping into their skills, mandates and competencies. As mentioned above, other partners also took this chance to test new models of work to discover ways by which they would participate more effectively in elimination of child labour. For some of the implementing partners, taking part in the CCP as implementing agencies in a project of this nature was itself an innovation. An example is the Cocoa Extension Service which is a quasi-Government agency with its own programmes in place. Taking part in the CCP gave this agency the chance to test its model in taking part in child labour monitoring.

The Non-Formal Education Division (NFED) had a model of providing literacy and numeracy skills to adults in communities within the context of supporting them with livelihood skills in which their literacy skills would be applied. In the CCP, NFED had the role of supporting adults and legal-working aged children with literacy and numeracy skills outside the context of livelihood provision. This afforded the NFED the opportunity to partner with other agencies including the National Board for Small Scale Industries (NBSSI) in sharing the roles of providing literacy and livelihood skills.

This model also meant building a new partnership which could be applied in future, especially where cost-sharing could be done to increase success of interventions.

EFFECTIVENESS

Within the project setting and with a wide array of partners, it was possible for each partner to learn from others and to receive feedback on its models. Working at the community level directly was also effective because it gave the partners the chance to know directly how their new strategies would work in practice.

It would be beneficial if partners would evaluate how their new strategies and approaches worked, which ones were most effective in achieving their targets, which ones could be improved and how.

EFFICIENCY

It was realized that some trainings could actually be better performed at the community level than in workshop settings. This reduced the cost of training and also afforded the agencies concerned and the trainees the chance to practice what they were being taught. Farmer training in enhanced cocoa culture was achieved because the training was done on the farm as part of testing the model. Training of teachers was also done during school vacation in classrooms within the community. Cost-saving was thus achieved, proving that training in such models was very efficient.

RESPONSIVE

It is always good to test what models work for particular situations. In the process of testing what new approaches would work within the community setting, community needs for teachers, extension services, livelihood training, literacy and numeracy were met. It would be very good if the models developed by all the partner agencies are carefully evaluated and documented for possible of replication in future.

ETHICS

New models were developed as a means of solving existing problems. Testing them did not pose any harm to the community members. For example, teacher training was done during school vacation. This did not disrupt classes to the disadvantage of the children. Again, the GEA developed codes of work with the Licensed Buying Companies which did not require them to change how they purchase cocoa beans. The NFED continued to provide literacy to community members; not including the livelihood skill delivery in their work did not negatively affect those they taught but rather gave the chance to other implementing partners to provide the needed training in livelihood skills.

Testing the IABA also did not cause any negative effects to any of the children who were to benefit from the project. The IABA rather opened the opportunity for all children in labour, no matter the sector or type of work that they were found in, to be included in the intervention. Testing these new approaches to work therefore worked to the advantage of the communities.

SUSTAINABILITY

All those who piloted a new model of work noted that their models worked well. GNAT for example was eager to roll out this effective and efficient method of training teachers in other communities as an annual event. Cocoa Extension Service was also eager to continue to train their extension officers on the farm.

RECOMMENDATION

It would be beneficial for all partners to continue to try out new approaches to their work at every opportunity and, most importantly, document and share what they discover. This would help other agencies to recognize new ways of doing old things in a more efficient, effective and ethical manner.

3.1.4 COORDINATION

A supportive team always makes things happen

At the beginning of the project, a wide array of partners was engaged to undertake interventions based on their mandates and competencies due to the IABA approach. This presented a unique opportunity for various partners to work together. It also presented a challenge because all these activities were going to take place in the same places and within the same project period. This required strong coordination without which the project would be very difficult to maintain. Coordination was to be achieved both at national and sub-national levels, between ILO and implementing agencies, between implementing agencies and communities and districts, and among the implementing agencies for the benefit of the target groups (children and families, communities and districts).

Collaboration with other IPEC projects including global projects implemented at the ILO headquarters was also achieved. Multi-lateral coordination with other projects and countries in the Sub-region through staff meetings and bilateral coordination was also achieved with the ILO-IPEC Cocoa Communities Project (CCP) in Cote d'Ivoire through cross-border exchanges. There was also coordination and collaboration with other special child labour projects such as Cocoa Link which is a project of the World Cocoa Foundation (GAWU members registered on the Cocoa Link platform to receive information) and the Mondolez Cocoa Life project.

INNOVATION

In the first place, the management structure of the ILO-IPEC Cocoa Communities Project (CCP) introduced the position of Field Coordinators who were responsible for activities in the districts. There were three Field Coordinators, each responsible for a region (one in Western Region, one in Central Region and one in Eastern Region). Their role was to support and facilitate activities in their respective districts and also to liaise between the project and the District Assemblies.

Secondly, a coordination matrix was developed at national level and also at the district level and work plans shared among implementing partners. The matrix was intended to guide activities to ensure that all partners work together towards the same goal.

Coordination and information sharing meeting among
CCP partners in Asankragwa

Thirdly, coordination and information sharing meetings were introduced across boarders and at the national and district levels where partners met to discuss their activities, cross-fertilize ideas and chart a clear path of work.

Lastly, conference call platforms were established between the ILO and the implementing partners to regularly discuss emerging issues and quickly address challenges as well as enhance delivery. Joint activities were also held by some of the partners to support each other and to reduce cost.

EFFECTIVENESS

The coordination matrix helped partners to outline and align their activities, find synergies and establish how to work together. It recognized overlaps of work and helped partners to work together and not criss-cross each other. It also reduced community fatigue resulting from poor scheduling of activities. The presence of Field Coordinators gave a strong ILO presence and backing in the region/district to make coordination very effective. The support of the District Assemblies also made coordination possible; sub-national level coordination was done by the District Assemblies/DCPCs and ILO facilitated the entire process.

The coordination platform created open communication lines among all partners and also with ILO. This allowed partners to share their work-plans, successes, good practices, challenges and opportunities, budgets to achieve joint success. Open communication lines reduced the "donor-recipient" relationship that exists between project lead organizations (in this case ILO) and implementing agencies. This is a key reason for the successes chalked in the project.

EFFICIENCY

The coordination matrix helped partners to eliminate duplication of work which would have resulted in conflict, waste of time and dissipation of resources. Coordination and open

communication helped partners to correct each other, thereby reducing mistakes with the attendant waste of resources and time. Strong, long-lasting relationships were built among partners and with ILO.

Due to honest management and clear, open communication lines, it was recognized that fluctuating cedi-dollar exchange rates resulted in some cost savings. These were therefore ploughed into implementation of some CAP activities – an efficient use of monies inadvertently saved in the project.

RESPONSIVENESS

The ILO team at national level was very supportive and responsive to the needs of the partners. The appointment of Field Coordinators responded to the need for a strong presence of ILO in the districts to liaise between the national office and the districts and to give strong backing to the DAIAs. The coordination matrix was developed in response to the

> *"At a point, a partner would call and say they were coming for a community activity at only a day's notice. The next day, another partner would call and say they were coming the next day. It was difficult for the DAIA to schedule meetings with communities, and the communities were getting worried because they could not plan their own activities. A coordination matrix was therefore very much needed."*
>
> *"Each partner shared its work plan with the DAIA. We put all the activities into a schedule and agreed on activities to undertake together. We followed it – of course with some flexibility. This was very helpful to all of us. We were able to work harmoniously and community fatigue was reduced."*
>
> *Charity Dodoo, ILO Field Coordinator for Western Region*

expressed needs of the implementing partners to avoid community fatigue, share resources, and complement each other.

ETHICS

The support and coordination given to the implementing partners made the approach ethical; IAs were not left alone to work without guidance or support, especially in a project as complex as this, with new approaches being tried for the first time. The ILO-IPEC Cocoa Communities Project (CCP) team provided an effective balance among fairness, firmness and friendliness with the IAs.

The Coordination mechanism developed by the CCP was not limited to the project alone. It focused on coordination of implementation of the NPA (since IPEC's interventions all supported implementation of the NPA).

SUSTAINABILITY

A coordination matrix is always an effective tool even for a small project with few partners. A key means of sustaining this approach is to build the team with the right people – people who respect each other, know the terrain (geographically and socio-culturally), who are firm

and focused. Sustained coordination also means continuous capacity building among partners and upholding each other's work, dwelling on synergies and not differences, and not competing with one another. With the coordination mechanism expanded to the NPA, it will be useful for the NPA coordination especially as Ghana reviews and develops a new phase of the NPA for 2016 -2020.

RECOMMENDATION

The coordination mechanism which was applied and presented to the MELR and all the other key players exists to guide the country in how to better coordinate implementation of NPA. This will inform the next phase of the NPA, future projects of the ILO and other organizations. Future projects would do well to maintain the positions created to support the project, especially the Field Coordinators' positions. Open communication lines need to be maintained, and coordination meetings at international, national, district and community levels would be very important to keep partners working well together.

3.1.5 BUILDING KNOWLEDGE RESOURCES (RESEARCH)

Research guides relevance of interventions

While the project had already been designed and planned, the CCP recognized that new information would be effective in continually shaping the work being done. Several research studies were therefore commissioned and undertaken within the project. Research took place throughout the lifespan of the project, informing and supporting amendment of interventions to ensure success. For instance, the needs assessment of target schools helped in identifying classrooms that needed renovation, communities that needed new school blocks, schools that needed more teachers, teaching and learning materials (TLMs) that were lacking, etc. This research also brought up the status of the SMCs and their capacities to govern their community schools and also support child labour elimination. The cocoa productivity study also helped in identifying the type of support needed by farmers in order to enhance their cocoa production. Information from these studies shaped the interventions of the CCP. There were also some needs assessments that helped in for instance identifying and addressing some capacity gaps of cocoa and agriculture extension.

INNOVATION

Among the studies undertaken in this project were the following:

- Education needs assessment
- Enhancing cocoa productivity
- Needs assessment of cocoa & agriculture extension services

Information was generated as the project was implemented. New and emerging issues were identified which fed into planning and implementation of interventions.

EFFECTIVENESS

Research contracts were awarded to consultants with the competence to perform research. This brought on board more partners and more information which helped to package activities to respond to actual needs. Adding research to the work of IAs would have been over-tasking. Besides, it was not clear that IAs would have the capacity to perform research alongside their implementation activities.

The research studies were effective in bringing out needs that the projects should tackle to increase the overall effectiveness of the CCP. Some were the following:

- The needs assessment of target schools revealed which schools required particular interventions like supply of books and other TLMs, teachers, school blocks, additional classrooms and the level that these were needed for (KG, primary or JHS).
- The cocoa productivity enhancement study also revealed the need for new planting materials, education on modern cocoa farming techniques, need for farming implements and the need for support to purchase fertilizer and other necessary items.
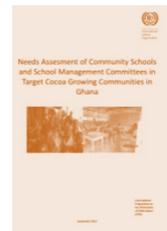
All these fed into the interventions in the CCP to the benefit of community members including the children.

EFFICIENCY

Research activities had been built into the original CCP project document and were therefore budgeted in terms of money. There was therefore enough money to undertake research, and did not affect budget lines. Awarding research as contracts to consultants also freed implementing agencies to undertake project implementation activities. Research therefore did not negatively affect project implementation.

RESPONSIVENESS

Research unearthed unforeseen challenges that needed to be tackled in order for project targets to be met. Challenges that had not been previously noted in community and district profiles were discovered. It also responded to observations made in some IA reports, especially DAIA reports and provided recommendations to support interventions.

A Knowledge, Attitude, Behaviour and Practice (KABP) study would have been highly commendable to determine attitudinal change which leads to sustainability. This should have been planned for and needs to be taken into consideration in future projects.

ETHICAL

Research contracts were awarded in an open contest which led to good consultants being identified to undertake the studies. The studies were therefore credible. Because consultants outside the IA network undertook the studies, there was no interruption of the activities of IAs or of community activities. Research results were also disseminated among a wide network of partners including those outside Ghana.

SUSTAINABILITY

Research reports are available and can always be used by all who seek to apply them. It is recommended that all research reports are published online to enhance accessibility. Secondly, it is important for progress reports to generate information that reveal the need for research. This calls for careful observation of the situation and development of good reports.

RECOMMENDATION

The practice of planning and budgeting for research should be emulated when projects are being developed in future. In addition to this, KABP studies should be planned to determine, to the extent possible, how the project has effected behaviour change.

3.1.6 FORMATION OF INTER-PARLIAMENTARY CAUCUS ON CHILD LABOUR

Bringing child labour into the Parliamentary debate

A West African Inter-Parliamentary Forum against child labour was formed in 2014 out of the ILO-IPEC Cocoa Communities Project (CCP). The forum was formed as a result of interactions between Members of Parliament (MPs) of Ghana, Côte d'Ivoire, Nigeria, Cameroon and other West African countries on child labour through forums such as the Child Labour in Cocoa Coordinating Group (CLCCG). Formation of this Forum was mooted by Ghana's Chairman of the Parliamentary Select Committee on Employment, Social Welfare and State Enterprises during his participation in the CCP Knowledge-Sharing meeting in Asankragua. The intention is to share ideas, experiences and innovations on the role of Parliament and Members of Parliament in helping their countries to tackle child labour. The objectives of the Forum are to strengthen the role and capacity of Parliaments and Parliamentarians to exert leadership, to establish an appropriate legislative framework for monitoring of child labour, to build effective capacity for oversight of progress and accountability of government actions, to raise awareness in constituencies, and to monitor Government adherence to ECOWAS commitments on child labour. This was to be done through sharing best practices among MPs from West African countries. The first meeting of the Forum took place in November 2014 in Turin, Italy. Ghana was represented at this forum by Honourable Amenowode, Member of Parliament for Hohoe South and Chairman of the Parliamentary Committee on Employment, Social Welfare and State Enterprises. Hon. Amenowode was elected as the first chair of the West African Inter-Parliamentary Forum on Child Labour.

INNOVATION

This is the first of this kind of forum to be created purposely around child labour. This forum is important for raising the discussion on child labour to the parliamentary level, and also moving it higher to the level of inter-parliamentary discussion. By bringing together Members of Parliament (MPs) from various West African countries, it is possible for the different approaches to eliminating child labour to be shared, good practices identified and continued. A declaration was issued at the end of the first meeting to guide members looking forward.

EFFECTIVENESS

One forum was held in November 2014 and a plan was made for the second forum to be convened in 2015. From the first forum, it was noted that some MPs in West Africa were keenly interested in raising the child labour debate. Involvement of MPs would be important for a number of reasons:

- Agreeing to use the appropriate legislative framework to combat child labour.
- Advocating for and passing budgets for child labour interventions.
- Monitoring Government's performance to eliminate child labour.
- Advising on national adherence to international protocols and standards on child labour and child welfare.
- Introducing, debating and signing relevant conventions to improve the attention paid to children.
- Promoting activities to eliminate child labour in the MPs' local constituencies.

EFFICIENCY

The Forum would be efficient in that it would allow members a common platform for interaction on the child labour issue. Members of Parliament take part in activities such as the Inter-Parliamentary Union. This Forum could be convened as a side event of the Inter-Parliamentary Union or other programme that brings the West African MPs together. This way, there would be minimal cost for organizing the Forum. Convening special meetings within the West African region would also prove efficient.

RELEVANCE

The Forum is relevant for raising the debate on child labour beyond the borders of individual countries and onto a more unified platform where best practices and lessons can be shared and learned. It would allow for leveraging support and resources from other countries for

the cause of eliminating child labour. It would further serve as a check on each participating country's compliance with ILO Convention No. 182 and other conventions related to child labour.

ETHICAL

Setting up this forum brings child labour up for national parliamentary debate and international debate. It would put each Government in a responsible lead to support the children of the country and the entire sub-region. It shows the priority given to child development.

SUSTAINABILITY

So far, one meeting of the Forum had been convened with plans for the second meeting to be convened in 2015 in Ghana. The Forum could be sustained if individual members of the Forum, i.e. MPs continue to drive the forum with their interest and commitment. Their constituents also need to work closely with them to ensure they remain active. By assigning members activities, and requesting each member to make a presentation on his/her activities to eliminate child labour, members' interest would remain high in favour of elimination of child labour.

RECOMMENDATION

Continuous community planning of activities to eliminate child labour should be done, and constituents should invite their MPs to their forums on child labour. They should encourage the MPs to speak about what they have done to support elimination of child labour and gain their support for their community efforts. MPs who do well need to be praised publicly to encourage other MPs to be active. Meetings of the West African Inter-Parliamentary Forum on Child Labour need to be regular to sustain the interest of members, and the venues for meetings should be so selected as to make it feasible and cost-effective for members to participate in all meetings. Field level activities should be built into their activities in order not to limit it to workshops.

The leadership of ECOWAS also needs to recognize this Forum and support its activities by giving them the space and obligation to report about child labour at its gatherings.

3.1.7 DEVELOPMENT OF CODE OF CONDUCT WITH LICENSED BUYING COMPANIES

Getting the supply side directly involved

This being a project based on the Harkin-Engel Protocol and being implemented in cocoa-growing communities, it was important to make inputs towards elimination of child labour specifically in the cocoa sector. One of the key players of the cocoa supply chain is the Licensed Buying Companies (LBCs). These are companies licensed by Ghana Cocoa Board to purchase cocoa beans from cocoa farmers. LBCs have a key role to play in eliminating child labour within cocoa production. They need to be responsible to buy cocoa beans from communities and individuals who do not produce their cocoa using inappropriate child labour.

As part of efforts to eliminate child labour from the cocoa production chain, the CCP partnered with the Ghana Employers' Association to support LBCs to develop a Code of Conduct which commits each LBC to respect the rules and laws that protect children from hazardous work. The Code of Conduct respects the tenets of the Hazardous Child Labour Activity Framework (HAF) for the cocoa sector as well as the Children's Act of Ghana, 1998 (Act 560) and commits to monitoring the activities of farmers from whom the LBCs purchase cocoa beans. It also requires the farmers, purchasing clerks and suppliers who do business with the LBCs to sign an undertaking to abide by the content of the Code of Conduct. This is a means of putting LBCs in the forefront of purchasing only beans produced without child labour.

INNOVATION

This is the first time that LBCs had developed such a Code of Conduct. Each farmer is required to sign or thumbprint to the Code and be bound to the expectations placed on it. Developing the Code of Conduct placed each LBC in a position to require their suppliers, i.e. farmers, to produce their beans responsibly without the use of child labour. It also placed on each LBC the duty and responsibility to monitor cocoa production and purchase beans from responsible communities and individuals. In addition to the LBCs, the Cocoa, Coffee, Sheanut Farmers Association (COCOSHE) developed a Code of Conduct on child labour. COCOSHE is an umbrella body which every cocoa farmer in Ghana belongs to. Through this Code of Conduct, every cocoa farmer (together with coffee and Sheanut farmers) will be bound to ensure that child labour is not used by any of its members.

Codes of Conduct by Armajaro, Olam and COCOSHE packaged into booklets

EFFECTIVENESS

Armed with the Code of Conduct, LBCs took interest in monitoring cocoa farms to check for non-use of children as farm hands to produce cocoa. The interest to perform child labour monitoring reflected the effectiveness of the Code of Conduct to put the LBCs on their list of priorities.

EFFICIENCY

Developing the Code of Conduct was cost-efficient because a unified template was developed which each LBC customized for itself. Using this approach, the information in the Code of Conduct was uniform and unambiguous. Applying the Code of Conduct was also efficient because in many communities, cocoa purchasing clerks were also members of the CCPC. This gave the cocoa purchasing clerks a dual monitoring role – to identify which child in the community needed support, and which adults were not complying with the Code of Conduct.

The Codes of Conduct also gave the LBCs the chance to work together to eliminate child labour, while allowing each LBC to be peer-monitored by other LBCs.

RELEVANCE

The Codes of Conduct were relevant in providing a guide for monitoring and a tool for educating cocoa farmers. It provided the LBCs a document that guides their work in cocoa production.

ETHICS

The LBCs developed their Codes of Conduct voluntarily. There was no pressure exerted on them to develop the Code of Conduct. It is positive for the LBCs to monitor their suppliers, i.e. farmers, and help them remove child labour from their farm practices.

SUSTAINABILITY

The LBCs concerned started to apply the Code of Conduct during the implementation of the CCP. While the Code of Conduct remains in existence, the cocoa farmers will be required to sign or thumbprint them and be bound by its content. However, the farmers need to be monitored to ensure that they comply with the content of the Code of Conduct. This effort is sustainable because other LBCs could adapt the Code of Conduct for use. Again, it could be adapted and applied to other sectors. GEA has therefore put in place a tripartite monitoring team (Government, workers and employers' representatives) that monitors the compliance of such codes.

RECOMMENDATION

LBCs that have developed the Code of Conduct need to develop a child labour monitoring framework which will guide them to perform farm visits or receive monitoring reports from the CCPCs concerning individual farmers. Care must be taken for the LBCs to support farmers

and communities which are found to have high prevalence of child labour in order for them to take action to eliminate the practice.

By signing this portion, cocoa farmers, purchasing clerks and suppliers agree to abide by the Code of Conduct.

3.2 LEVEL 2: SUCCESSFULLY DEMONSTRATED GOOD PRACTICES

3.2.1 REGULAR MONITORING AND TERMED EVALUATION

Be sure you are going where you intended

The ILO-IPEC Cocoa Communities Project (CCP) had an elaborate M&E framework referred to as the Comprehensive Monitoring and Evaluation Strategy (CMES). The CMES took into account the following aspects of the project:

- Project's theory of change[5]
- Project indicators and targets set for each objective
- IPEC and donor's framework for monitoring child labour
- The time frame set by partners for completion of activities
- The budget for various activities

With this framework, it was possible to know whether objectives were being met, on schedule, and within the budget. Each partner's Action Program[6] (AP) included an M&E plan which specified activities planned towards achievement of each objective, the timelines for completing activities, targeted outputs, and indicators for measuring success. Partners were each expected to prepare M&E reports in addition to technical reports and present them to ILO once every four months. Key project indicators were however reported on a bi-annual

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[5] The Theory of Change helped to articulate the diagnosis of the causes of child labour and to indicate a clear pathway to change.
[6] Each implementing partner of ILO is required to present an Action Programme (AP) which passes for a proposal.

basis. A baseline survey was performed by the Institute of Statistical, Social and Economic Research (ISSER). This survey established the situation before project interventions were instituted.

INNOVATION

The position of National Programme Office in charge of Monitoring and Evaluation (M&E) was introduced to manage all M&E activities and data generated. The Field Coordinators' position which was also created in this project was helpful for achieving facilitative monitoring. There was also peer monitoring by implementing agencies. From the National Programme Officer for M&E and the National Programme Officer for Ghana through the Field Coordinators to the IAs, there was a good continuum of monitoring.

In the course of the project, monitoring was performed by the project team including the implementing agencies at regular intervals. Solutions were quickly identified to ensure that the project continued as planned towards meeting its targets.

EFFECTIVENESS

Because some of the activities were inter-dependent, each agency tended to monitor the activities of others to make sure that:

(1) work had been completed on time to avoid other partners being late on their activities,

(2) the quality of another partner's work was suitable for building on,

(3) activities that could be done jointly were agreed among partners,

(4) good practices in terms of mobilization of people, judicious use of funds, attaining behaviour change, innovations and achieving good results were shared among partners.

The M&E framework ensured that all actors looked beyond the supply of inputs and the realisation of outputs, and helped them to constantly ask whether the outcomes of the projects were being achieved. The framework focussed on outcomes and impact.

Monitoring was planned and deliberate, with clear indicators to guide the process. Monitoring was not performed as a fault-finding exercise but rather as a means of checking how far planned targets had been achieved. This framework helped the project to recognize where the project needed support to keep it on track or to re-focus.

The CMES also contributed to enhancing national level capacities in M&E by providing relevant trainings and making available the tools for use in partners' routine activities not limited to the CCP. These included the National Development Planning Commission (NDPC), the body that coordinates national planning activities; the MELR, responsible for child labour and MGCSP, responsible for social protection.

EFFICIENCY

The M&E system established made it possible for regular monitoring visits to be made to all the project communities and among the implementing agencies very often. Field Coordinators were able to visit various communities and partners' offices regularly and in case of emergency without spending too much time and money. They were readily accessible to the implementing agencies and gave support and correction any time this was needed. The M&E system further addressed the challenge of addressing delays in delivering direct services to families. "Cross monitoring" by partners, i.e. partners monitoring each other, also helped to recognize implementation challenges and report them for support to correct the challenges.

At the end of the project, the M&E system established proved effective in that the project objectives and targets were all met. Through effective monitoring and evaluation, the funds available for the project were efficiently used to meet the project objectives. There was no needless waste of resources on correcting wrong procedures or loss of focus.

A monitoring session in progress in a community

RESPONSIVENESS

Using the M&E approach adopted by the ILO in the CCP, it is believed that losses in terms of time and funds were immensely minimized. Of major importance is the fact that objectives were met adequately. M&E framed with the view to meeting project needs meant feedback was provided to the relevant quarters – ILO, implementing partners, District Assemblies, and community members – to drive action including provision of additional resources where

possible. The Project Implementation Review which served as a mid-term evaluation helped the project to re-strategize to remain on course.

SUSTAINABILITY

The position of M&E Officer in ILO, if maintained in future projects, would support meeting of targets on time and within budget. M&E must be packaged within a suitable framework with the aim of supporting the project to meet its targets.

RECOMMENDATION

As was done in the CCP, M&E must be well planned and targeted from the beginning of the project. It should be aimed at guiding the project to meet its targets and not as a fault-finding activity.

To give M&E a further boost, the position of M&E assistant in the partner agencies also needs to be considered for sustaining monitoring in a framed manner. In the CCP project as in many other projects, there is no provision for an M&E assistant or officer in the partner agency offices. This places the M&E burden on the technical and administrative staffs that may not have adequate M&E knowledge and skills.

3.2.2 *WORK WITH OTHERS*

If you want to go far, go with others

In developing the CCP, a good mix of partners was selected. The ILO tripartite working arrangement was respected in this project, for which reason the Ghana Employers' Association (GEA) and General Agricultural Workers Union of the Ghana Trade Unions Congress (GAWU-TUC) implemented action programs. The Government of Ghana was also heavily involved in the project through the National Programme for the Elimination of Child Labour in Cocoa (NPECLC), Ghana Education Service (GES), Non-Formal Education Division (NFED), National Commission on Civic Education (NCCE) and the District Assemblies. In addition to members of the tripartite, district-based NGOs also implemented their action programs as part of the project.

There were other partners who, though did not have contract arrangements with ILO, were closely engaged in design, execution and monitoring of the project. Some of these partners were the National Board for Small Scale Industries (NBSSI), Department of Cooperatives, Labour and Social Development, Ghana Cocoa Board (COCOBOD) and Ministry of Food and Agriculture (MOFA).

INNOVATION

Involvement of Government agencies served as capacity strengthening of Government to take up elimination of child labour beyond the span of the project. For most of these Government agencies, being part of the project offered them the funds and support to perform their statutory roles in the selected project communities. The NPECLC, for example, used their role in the CCP to further test the applicability of the GCLMS, while the NCCE used

their platforms to engage communities and other partners in discussions on child labour, particularly in the cocoa sector. It is noteworthy that all partners received new information about child labour, learning from the Integrated Area-Based Approach. Learning took place from the inception of the programme when partners met to develop their concept notes, through coordination meetings, field visits, and by working with other partners and learning from them.

The mix of governmental and non-governmental agencies served as a good platform for NGOs to impart their approaches to the government agencies; generally, NGOs have a working style which government agencies do not necessarily apply, including development of proposals, quarterly or half-yearly activity plans and budgets, and progress reports. Working together therefore gave each partner the opportunity to learn from the other.

A section of partners at one of the consultative meetings

EFFECTIVENESS

There is a two-fold effect in working with others. First of all, through the effective capacity development and partnership building approaches afforded by the project, each partner realized a sense of ownership of the project. It remained an ILO project, no doubt. However, the sense of this being "our project" instead of "ILO's project" was realized. The sense of ownership made it possible for partners to recognize each other as part of this process, which helped them to work well together. It was not a perfect situation – there were a few misunderstandings particularly concerning the roles of partners where overlaps were observed or anticipated.

The second effect of the mix of partners was a healthy sense of competition. Each partner's activity impacted the other partner, with some partners' activities depending directly on another partner's activity. For example, the direct action implementing agencies (the district-based NGOs) had to mobilize communities before the NCCE could reach them with education and sensitization about child labour, before ICI could commence Community Action Plan (CAP) development. It was therefore imperative that partners plan together and schedule their activities in a manner that permits a smooth flow of work. Coordination was

critical in this case, and a good coordination framework had to be developed to ensure this was achieved.

The extent of partner consultations applied in the CCP was broad. Consultations took place at national, district and community levels. This led to a strong buy-in and support for the project from various levels. International partners were also consulted, including the bilateral collaboration between Ghana and Cote d'Ivoire which both implemented the CCP.

EFFICIENCY

Working with several partners ensured that various skills and experiences were brought to bear on the project to maximize the gains. Partners brought competencies including their knowledge of the terrain, language, attitudes, problems, etc., to bear on the project to reduce mistakes

In addition, it was noted that some partners contributed their own resources to the project. This is required as part of the ILO's system of work. However, partners contributed more time, personnel and expertise than was anticipated.

RESPONSIVENESS

The wide array of partners allowed for community needs to be rapidly responded to by the appropriate agencies. Field Coordinators also provided ready ILO presence and support to IAs. This contributed to meeting the targets of the project.

ETHICAL

Partners respected each other and did not hide information and support from one another. The coordination framework and system enhanced this. Partners including the ILO-IPEC Cocoa Communities Project (CCP) management team did not hide information from the IAs. There was trust which translated to effective coordination. Facilitative supervision also increased the trust and support among partners and between project management and partners.

SUSTAINABILITY

The CCP has built a network of partners which needs to be retained and supported. These partners have built their capacities to support any project to eliminate child labour. Composed of Governmental agencies, NGOs at national and district levels, workers unions, etc., there is a good mix of competencies to sustain the efforts to eliminate child labour.

RECOMMENDATION

It is recommended that partner agencies continue to ensure internal efficiency and continuous capacity development. Each partner needs to consciously mainstream elimination of child labour into its own work and sustain the effort. District Assemblies also need to budget for continued capacity development, child labour monitoring and supervision of activities in the communities. This would ensure that gains made are not eroded when the CCP has completed its direct activities.

3.2.3   COMMUNITY ACTION PLAN (CAP) DEVELOPMENT AND IMPLEMENTATION

Put the community in the lead of their own development

The CAP is a roadmap to community development based on the community's felt needs. It is prepared by the community members themselves with the help of the implementing partner. It takes into consideration resources available in the community, stakeholders who can support realization of targets, and resources at the District Assembly that the community can access. It also places responsibility on community members to perform assigned tasks with assigned timelines and budgets. The CAP development process also allows regular review to see which targets have been met and need to be replaced with new targets, which ones have not been met by the assigned timeline and need to be re-planned, which ones are no longer a community priority which need to be cancelled and replaced, etc.
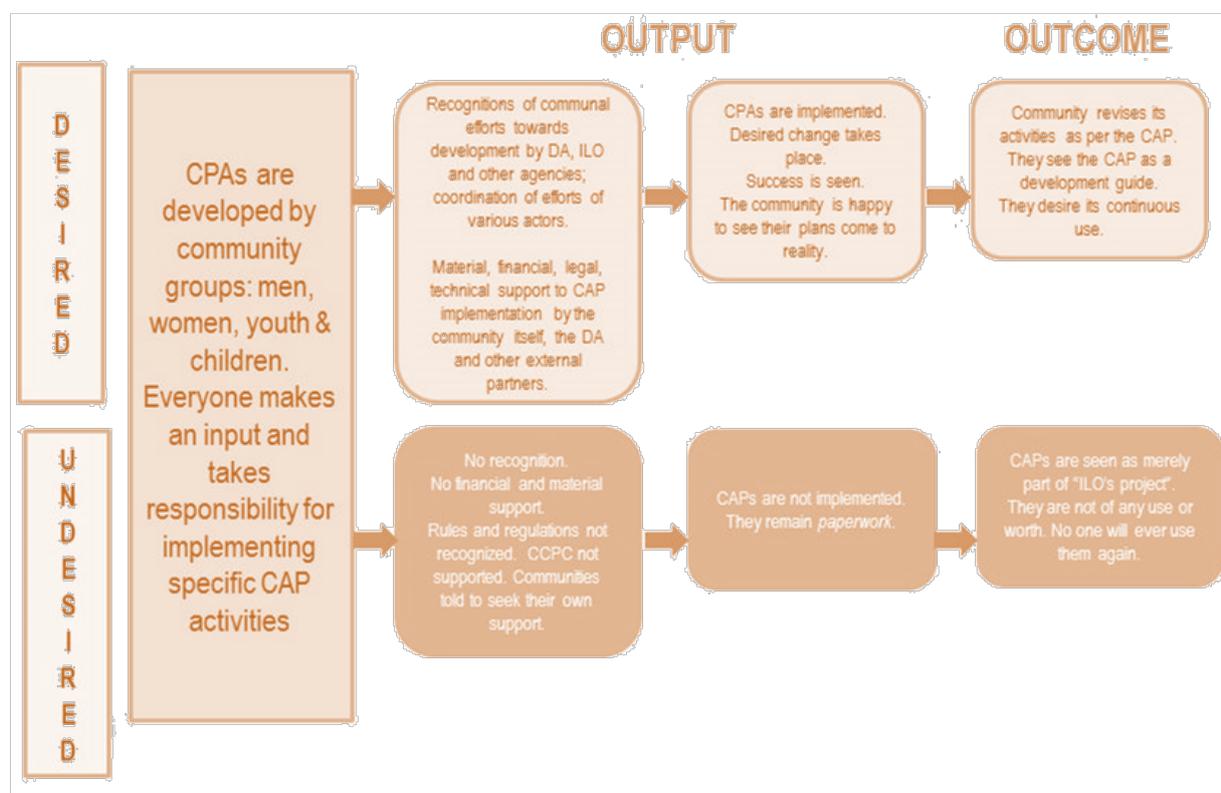
THE CAP PROCESS

INNOVATION

The CAP approach had been used in a number of communities and projects in the past. For this project, a new shorter scheme of work was developed, building on the initial sensitization activities of project partners. This shorter approach was elaborate, deep and quick. When the CAP was completed, a grand durbar was organized to launch it and display it to the entire community as well as surrounding communities and use the occasion to mobilize initial seed money for CAP implementation. The CAPs were pasted at vantage points to attract community members, passers-by and would-be donors. CAP exhibitions were held to showcase the potentials of these communities and available resources that would be applied to the development of the communities.

A Memorandum of Commitment was also signed between the community and the District Assembly and other key partners. This was a novelty which committed the District Assembly to incorporate the CAPs into the District Medium Term Development Plans (DMTDP), budget for implementation of CAP activities and provide the necessary support for the extension of social interventions to the communities to help achieve the objectives of the CAPs. It also committed the District Assemblies to supervise and monitor the communities' performance with regards to fulfilling their obligations per the CAPs.

EFFECTIVENESS

The CAP process allowed communities to think deep into the future, considering their present circumstances, and envision a better life for the entire community. The process was short, with CAPs being completed and validated within three to five months. This induced the commitment of community members who took active part in the CAP development processes.

The CAP development process also helped the communities to do their own planning, taking their own circumstances into account. This induced ownership and a clear sense of direction for community development. With the CAP being a roadmap to development, several projects proposed in the CAPs were implemented. These included infrastructure (construction or renovation of school buildings, community health compounds, boreholes, etc.), institution of income generating ventures and behaviour change activities.

EFFICIENCY

Communities undertook their own planning, working in their own communities. There was no need to hire a consult to develop the CAP for them at the risk of not reflecting their vision

and perspectives. This saved a lot of cost. Again, the CAP itself served as an advocacy tool. Various donors came forward to support some CAP activities after seeing them pasted in vantage points. It also served as a roadmap to development. This made the CAP a very efficient tool, able to achieve a lot.

RESPONSIVENESS

With the CAP having been drawn by the community itself, taking into account their aspirations and opportunities, the CAPs responded to their own needs in terms of development. The CAP also responded to the proposed bottom-up approach to development planning proposed by the National Development Planning Commission (NDPC).

The CAPs received support for implementation of planned actions. This responded directly to the needs of the communities expressed in the CAPs. It is commendable that the ILO-IPEC, in the true spirit of partnership, provided funds for the implementation of some CAP activities out of cost savings due to exchange rate fluctuations. This increased the confidence of the communities in the project.

ETHICAL

The CAP approach respected the aspirations of the communities and upheld their rights to expression. Their needs were recognized. The project ensured complete respect for community members which is highly commendable. The process also induced ownership and responsibility on the part of the community – they were not told what was good for them or what to do. Rather, they were supported to express their needs freely.

SUSTAINABILITY

The capacities of community members were built to facilitate CAP elaboration during the process. Capacities were also developed in resource mobilization, advocacy, CAP review and assessment. A training guide on CAP formulation was developed which could be used in future. The CAP process was also documented and used as a capacity building manual. Community members were therefore equipped to continue the process in future and District Assemblies empowered to scale up to other areas.

The CAPs also underwent review and assessment. The community members assessed the extent to which the activities listed in the CAPs had been implemented. They also reviewed the CAPs to remove activities that had been completed and add new ones based on the current needs of the community at the time of review. This keeps the CAP as an active document that reflects the needs of the community at all times.

Incorporation of CAPs into the DMTDP sustains implementation of the CAP and reflects the need for the community to continue to assess and review the CAPs, and present the reviewed CAPs to the District Assembly and other potential donors for support, while identifying resources within the community for implementation of CAPs.

RECOMMENDATION

In the CCP, CAP implementation was performed over a short period of time (less than three years). There was in-sufficient time to see whether the communities on their own would be able to review the CAPs, see its usefulness to community development and continue to use it. It is therefore recommended that CAP implementation is followed up as part of post-project impact evaluation.
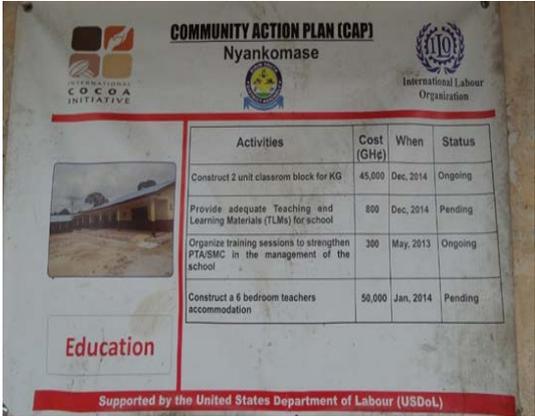
The Assin Nyankomase Community Action Plan on the left indicated the need for a KG block.

This is what the Nyankomase KG block looked like when the ILO-IPEC Cocoa Communities Project (CCP) began.

The ILO-IPEC Cocoa Communities Project (CCP), DA and MP supported the Nyankomase community to construct this modern KG block as part of implementing the CAP.

3.2.4 Meeting direct community & individual needs encourages change

Attitudes change faster when there is visible hope

Every project has its objectives and targets. While some projects target strictly behaviour change, others target policy development or establishment of systems. Whatever the project objectives are communities generally desire to see change and development. Some projects suffer because they are labelled as "talk" projects in which project staffs come to discuss issues with community members without brining any tangible help. The observation is that after a few weeks or months, communities lose hope and interest in the project because they do not see any of their needs being met. The ILO-IPEC Cocoa Communities Project (CCP) was designed such that the direct needs of communities and individuals would be met. Some direct needs were met that affected the entire community. Some of these were the provision of functional literacy classes; school blocks, teachers' quarters and TLMs that would benefit children for many years, library and ICT centres, clinic facilities and health screening activities and portable water which were all provided in the CCP. These were for the entire community. Individual needs that were met included provision of school items for children, training tools including sewing machines and hair dryers to those who opted for vocational and technical training, and start-up equipment/capital for community groups to begin or strengthen a business venture to enhance their financial standing to provide the basic needs of their families including education and health needs of their children.

INNOVATION

This project was designed to make provision for children who had been withdrawn from labour or were at risk of falling into child labour. The children received school materials including school uniforms, footwear, books and bags with some 200 children who trek long distances to school receiving bicycles. Older children received tools to undertake Technical and Vocational Education Training (TVET) with others receiving PPE to protect them from hazardous work in order to promoted decent work among the youth.

Not only children received support. Their parents also received support to enhance cocoa production through extensions services and trainings in Good Agricultural Practices and OSH and linkage to access farm inputs including seedlings and free fertilizers. They also received skills training in selected livelihoods as well as start-up tools including palm oil processing equipment and agro-inputs to better cater for the needs of the children. The entire

community also benefited from school buildings, boreholes, school furniture, community health compounds and other social amenities. These amenities were received notably as a result of the development of CAPs.

Nkwankyimanso, one of the project communities, received a school block and a toilet facility as part of the CCP to boost education

Yirase, another project community, received a Community Health Compound (popularly called the CHPS Compound) where health education and basic care services are rendered to the community.

EFFECTIVENESS

The key barriers to accessing school and skills training were removed when the children received the items. They were then able to participate fully in school. Renovation of schools for example also induced greater interest of the children and teachers to attend school. Health care and livelihoods also received a boost with the provision of Community Health Compounds in four communities, while more than 1,000 adults were supported with capital and training to boost their cocoa production and additional livelihood ventures. This increased the confidence of the communities in the CCP as a truly beneficial project – **this project indeed came to help**.

EFFICIENCY

The two-prong approach of addressing both individual and community needs proved very efficient. Inclusion of an intervention that brings visible and hopeful change to individuals as well as the entire community induced greater participation in the project, leading to real change in the circumstances of the communities, resulting in better environments in which child labour is not encouraged. This is more efficient and effective than keeping children in their unsupportive environments while attempting to introduce policies and laws to eliminate child labour. Child labour elimination projects need to take the child's environment into account and work towards making the environment more prohibitive of child labour. Project budgets must take this into account.

RESPONSIVENESS

Supporting the direct needs of individuals and communities was extremely relevant. A community member said during the good practice documentation process in Suhum (translated from Twi), "How can a child attend school comfortably without a uniform, books and a pencil? And why would a hungry family enrol their hungry child in school?" This revealed that providing the direct needs of the individual is most

During the community consultations, the team visited the twin towns of Okonam and Kwabena Kumi. A community member confronted the team that the project was going to be one of the deceptive projects and bring no improvement in their circumstances. This informed the project team to be sure to deliver upon their promises.

At the time of identifying good practices, the community members confirmed that the project had not come to deceive them but had indeed come to support their development. The community member in question was not encountered but will be followed up later for his direct feedback.

responsive. This calls for careful and honest profiling of community members to identify their real needs and provide them with support. In this approach, one size does not fit all.

ETHICAL

This approach adopted by the ILO-IPEC Cocoa Communities Project (CCP) recognized human needs and took them into account. The human-centred approach proved that the project really came to help and not to experiment with people's lives.

SUSTAINABILITY

Whereas it may not be sustainable to continue to provide school uniforms, books and other needs to individuals, the supplies were enough to keep the beneficiary children in school for at least two academic years if they are prudent and judicious enough. Supporting parents of

beneficiary children with livelihood skills, capital and tools, and supporting group formation as well as registration of cottage businesses was a sustainability measure. Also important is the provision of 11 palm oil equipment and 7 corn mills will arrangements to channel 50 per cent in support of beneficiaries, 25 per cent to support CAPs implementation including scholarship for needy children to access higher education and 25 per cent for the maintenance of the equipment. Parents would continue to support their children to complete their education and also learn a trade for their future upkeep. It is recommended that the district agencies that support livelihoods such as the NBSSI would continue to support the cottage business and promote them so that community members and their children continue to benefit from them.

Committees were formed or strengthened where they already existed to maintain the amenities provided in the project, e.g. WATSAN committees to oversee repair of boreholes, CCPCs and SMC to supervise school performance and the management of the palm oil equipment and corn mills.

These interventions need to contribute in the long term to building district and national social protection systems.

3.2.5 ALIGNING WITH NATIONAL POLICIES AND PROGRAMMES

Work within existing child labour elimination systems

Ghana has a National Plan of Action (NPA) for elimination of child labour which guides elimination of child labour. There is also a National Steering Committee on Child Labour (NSCCL) which oversees national efforts to eliminate child labour. Fitting into the NPA is the National Programme for the Elimination of Child Labour in Cocoa (NPECLC) which specifies interventions in the cocoa sector. This is because of the importance of cocoa to the economy of Ghana. All national development is guided by the Ghana Shared Growth and Development Agenda (GSGDA). Guidelines for district development are provided by the National Development Planning Commission (NDPC). There are also policies that guide education, agricultural practices including cocoa, child development, etc.

These national policies and programmes set the agenda for national development. They all recognize child labour as a serious problem which needs to be eliminated. It is therefore desired that all interventions towards child labour elimination are situated within these policies and programmes in order to be supported by them. The CCP ensured that this was followed. The CCP also recognized the existence of the Ghana Child Labour Monitoring System (GCLMS) which was being piloted by the NPECLC Secretariat at the start of the CCP.

In addition to these, the CCP recognized existing national institutions and included them in its list of IA's.

INNOVATIVE

All Action Programmes in the CCP were designed to fit into the policies and programmes mentioned above. The NSCCL was actively involved in designing the CCP, vetting Action Programmes and ensuring that they were in line with the national agenda. Piloting of the GCLMS was also a key activity in the implementation of the CCP, although the GCLMS had been pre-tested in other projects including the ECOWAS I and II projects of the ILO. The CCP

afforded the GCLMS a chance to introduce its structures to the project communities and form or strengthen DCPCs and CCPCs.

EFFECTIVENESS

By involving the NSCCL, this body was put into its true profile. This needs to be maintained – the NSCCL needs to actively vet and monitor projects to ensure that elimination of child labour is situated into the national development agenda.

The GCLMS successfully instituted/strengthened CCPCs and DCPCs, and built their capacities to undertake child labour monitoring using the GCLMS tools.

The project contributed to national development and did not go in a different direction. Government support was facilitated since the projected fitted into the national programmes. The CCPCs were formed and trained successfully, with most of the trainings being undertaken by already-trained NPECLC staff and Social Welfare, Labour and/or Community Development Officers at the District level. CCPCs and DCPCs supported identification of children who were to benefit from interventions due to their status at involved in or at risk of child labour. Even though application of the GCLMS tools itself was wrought with several challenges, the system was engrained in the project.

EFFICIENCY

Project resources were augmented with statutory resources from District Assemblies, Members of Parliament, Ministry of Employment and Labour Relations and other government institutions such as the NBSSI, NFED and other district governmental institutions.

In Wassa Amenfi West, Twifo Hemang Lower Denkyira and Suhum, there were already existing DCPCs which had been formed from previous projects. The CCP therefore did not need to form new DCPCs. the project rather supported review and strengthening of the membership of these DCPCs based on the GCLMS framework. There was no conflict as the national guidelines for DCPC operations were followed. The DCPCs received support from the NPECLC and the District Assembly as well.

In working with existing structures, no new parallel systems or structures were created. The CCP did not change the membership of the NSCCL or existing DCPCs. Rather, the CCP worked with and supported existing bodies. The DCPC and CCPC concept was also maintained according to the GCLMS. Creating a new NSCCL, DCPC and CCPC where these already existed would be a waste of resources. It would also have introduced conflict.

Oversight of the project was also granted to the District Assemblies since the communities remain under their supervision.

RESPONSIVENESS

The project derived its relevance from working within the national frameworks. The interventions were all in line with the provisions in the NPA and GSGDA. They responded to requirements in the NPA, including mobilization, awareness raising, mainstreaming of elimination of child labour, etc. The project went farther to support the creation of CCPCs where there were none, and also resourced them with office logistics, bicycles, T-shirts, megaphones and identity cards to enhance their activities.

ETHICAL

In working within existing policies and programmes, the project adhered to national plans, programs and frameworks; no deviation from what the state desires was experienced. These systems already had the mandate for their work. Tapping into them was therefore ethical and desirable.

SUSTAINABILITY

Sustainability is a major reason why work was situated with existing frameworks. National agencies and partners including DA's could then support and sustain the positive practices of the CCP. This was proved when the CAPs were well received by the DA's and received support. It is hoped that CAP implementation will continue to receive support. A very important point here is the Memorandum of Commitment signed by representatives of the 7 District Assemblies to mainstream child labour into their DMTDPs. Indeed, these DAs have mainstreamed CAP components into their plans. This gives the project hope for sustained action.

RECOMMENDATION

It would be commendable that the NSCCL and DCPCs continue to provide advice and monitor all incoming child labour projects to ensure they fall within Ghana's development plans. This will bring about harmonization.

3.2.6   THE ILO CONTINUUM OF WORK

Add on to what has worked

The ILO has had presence in Ghana since 1973 to implement projects and programmes that promote decent work. Upholding the rights of workers, all of ILO's interventions have been aimed at making working life easier for people. The ILO works within a tripartite structure:
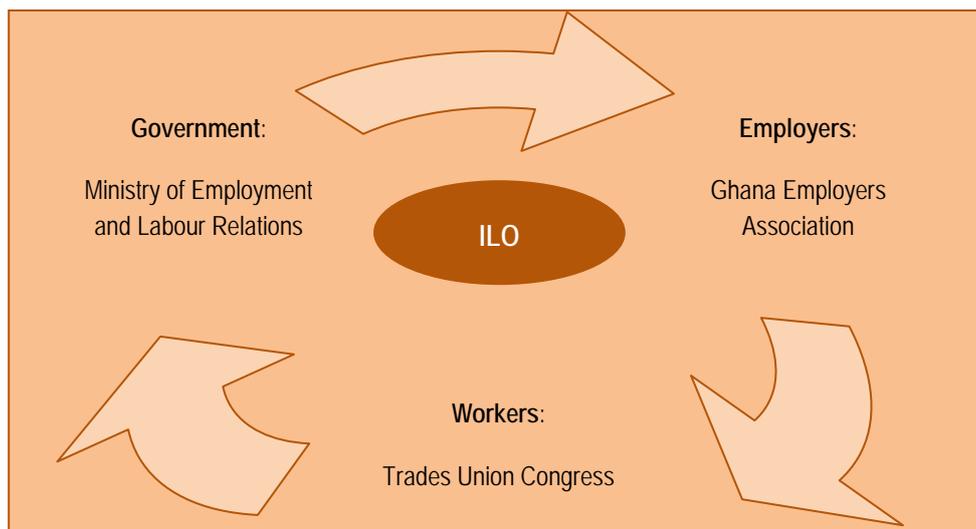
Before the CCP, the ILO had introduced the Decent Work Agenda under which several projects had been implemented towards elimination of child labour. The continuum of projects has been as follows:

Country Programme → Capacity Building Project → WACAP → Time Bound Project → ECOWAS I → ECOWAS II + CCP + PPP (these last three projects run concurrently)

INNOVATIVE

The CCP drew on the "***Harkin-Engel Protocol"*** and its associated Framework of Action (2010) for eliminating worst forms of child labour from cocoa production and processing. The CCP drew on lessons and activities from the previous projects. However, it introduced the Integrated Area Based Approach (IABA) which was a new approach to elimination of child labour, different from the sector-based approach. This new ILO approach was also in line with the NPA.

EFFECTIVENESS

The application of the IABA formed part of the ILO-IPEC's core mandate and work in Ghana and Cote d'Ivoire. Building on ILO's experience and previous work, it drew useful lessons from the past and created innovative approaches to affect the lives of about 3,000 direct beneficiary children. The approaches and experience also led to the lives of the families, communities and thousands of indirect beneficiary children from project and non-project communities

The Adwumapa Cooperative Credit Union was started by the Decent Work Country Programme Phase I in Twifo to support Small and Medium-Scale Enterprises (SMEs). It had been sustained till the time of implementation of the CCP. All the 300 families who benefitted from livelihood activities in Twifo joined this same Credit Union and benefitted from membership. They opened savings accounts to enable them store their monies safely and also access credit to enhance their businesses.

being affected by the CCP. For example, the construction of new classrooms in some

communities and enhancing teaching and learning through the provision of libraries, ICT centres, teachers' quarters and other teaching and learning materials provided an opportunity for children in neighbouring communities to benefit as well.

EFFICIENCY

Applying existing knowledge and approaches allowed the process to be implemented faster with past experiences guiding this new project. Introducing new approaches, e.g. the IABA and livelihood provision was a case of "*the wheel not being re-invented but rather re-modelled to fit the current need*".

RESPONSIVENESS

Experiences from past projects taught the CCP what would work and what might not work so well. However, district and community profiling, backed by a comprehensive baseline survey and thematic studies, revealed pressing needs which the CCP took into account. The CCP project therefore met the needs of beneficiary individuals and communities squarely.

ETHICAL

It was learned that the ILO had already implemented some projects in the past in some districts, particularly Suhum and Twifo Hemang Lower Denkyira Districts. These districts were not deselected by the CCP on that account. Rather, communities were selected from these same districts based on their profiles and the need for the intervention.

SUSTAINABILITY

Building on past projects is essential for sustaining the change that has been induced by previous projects. In doing this, it is essential for the gains made by one intervention to be measured and the challenges noted carefully. The challenges will guide the way forward and improve on the intervention for future use.

RECOMMENDATION

It is recommended that ILO continue to perform an introspective analysis of its past projects, their effectiveness and the lessons drawn from them. This will guide the development of the next phase of ILO's work in Ghana which would look very promising because of the vast experience ILO has gained in Ghana.

The NSCCL together with the MELR and DAs should follow up with past ILO projects to motivate beneficiary children, families, communities and districts to continue. This is

especially important with the proper handing over of the CCP through the organization of closure meetings across the 40 communities, 7 districts and national level to hand over the project to national partners.

3.2.7 LIVELIHOODS AND FORMATION OF COOPERATIVES/UNIONIZATION OF FARMERS

Teach a person to fish and he will have fish everyday

Poverty is widely known as a key cause of child labour. The ILO-IPEC Cocoa Communities Project (CCP) therefore set out to support livelihoods in order to improve communities' financial standing. The primary livelihood of many community members was cocoa cultivation. The project therefore supported cocoa farmers to learn modern cocoa growing methods that would increase their yields. Beyond this, community members identified additional or alternative livelihood activities that they were interested in and that they believed would be lucrative for them. They then settled on a number of activities which they would engage in. Some of the additional/alternative livelihood ventures selected were baking, beekeeping (production of honey), pail oil extraction, poultry farming and soap making. Some individuals also opted for support to enhance their trading activities such as increase the production of kenkey and other primary activities they were already involved in. Community members were given training in the selected activities and management of their business. They also received tools, utensils and start-up raw materials to kick-start their ventures. These included production centres which served as rally points for the groups.

In addition to these, persons undertaking a particular venture were supported to form groups which received training in group formation. They were duly registered as cooperative groups with the Department of Cooperatives. Cocoa farmers who underwent cocoa productivity including OSH trainings by COCOBOD and GAWU also joined an agriculture union by registering with the General Agricultural Workers Union (GAWU of TUC) which is the mother union of COCOBOD workers. Bringing people together into cooperatives and unions enhanced communalism and community support system. The cooperatives also attracted support from banks and other agencies.

INNOVATION

Communities were introduced to a variety of potentially viable livelihood activities. They were supported to select good ventures in which they would be able to access training and capital under the project, and whose produce would be easily marketable within and near the communities.

Providing or enhancing the livelihood of community members led to financial sustainability and better care for the children, especially the needy ones which the project had supported. Farmer training led to increased cocoa production and subsequently more money in the hands of the farmer to provide the needs of the children. Training in financial management and benefits of savings and credit schemes also helped them to make judicious use of their monies and prioritized the education and health needs of their children.

By forming groups, those involved in any activity were properly registered and permitted to operate as cooperatives. With their certificates of registration, they were able to open bank accounts and access bank loans.

Supporting cocoa farmers with training led to the formation of farmer unions and subsequently, the creation of a Cocoa Division as part of GAWU's management structure to give a voice to cocoa farmers and for better access to existing social interventions.

EFFECTIVENESS

The cooperatives and groups started gaining the expected income during the project. This showed the effectiveness of the livelihood activities selected. In a few communities like Nwansema Camp, poultry farming did not do very well. Some of the families however opted for soap-making which yielded good results. Those whose poultry did not do well were given an additional livelihood in bee-keeping. By being able to produce in bulk, sell for profit and also access bank loans, the cooperative formation also proved very useful. Some of the CCPCs were also opted in as a motivation for continuous support and monitoring of beneficiary groups and individuals.

EFFICIENCY

By working in a group, the farmers and community members learned group dynamics, raised capital to finance their businesses, and also benefited from the support of the project. Within a group, the project support was applied to the benefit of many persons at a time, and the profit was also to be benefit of each member of the cooperative or union as well as to the community.

RELEVANCE

Poverty is a key cause of child labour. By supporting livelihoods, a pillar upon which child labour is built was removed, leaving little reason for child labour to occur. Supporting various cooperatives was important for giving communities a good platform for discussion. Through the cocoa division of GAWU, the potential to collectively compete more effectively in the market was created. This would improve their income, strengthen their bargaining power, maintain access to competitive credit and input sources, manage risks, and access technical assistance and other services.

ETHICS

When various associations and cooperatives were formed, groups and individuals were given a wide variety of groups to associate with. Their freedom of association could hereby be fulfilled. They had a choice as to the group they wanted to join. There was no compulsion to join a particular group. Community members also had the choice to work alone, depending on the activity selected.

SUSTAINABILITY

By working in a cooperative or union, members strengthened each other. Production continued to take place, with active members covering for the activities of other members. Net strength was found in the group.

RECOMMENDATION

Some cooperatives contained a number of very active members and a few very inactive ones. This made the active ones feel that they were working for other members to enjoy the benefit of their work. This had the potential to put the group apart by introducing rancour. It must therefore be ensured that each cooperative is carefully monitored and the leaders of the group empowered to receive or remove members.

For example, cake and liquid soap have a ready market in each community; and the raw materials are readily available. Women who formed cooperative groups made sales daily, kept their monies in their bank account, plough 25 per cent of the profit back into the business, contribute 25 per cent to community development, and support needy children with 50 per cent.

3.3 LEVEL 3: REPLICATED GOOD PRACTICES

3.3.1 DEVELOPMENT OF MANUALS AND MATERIALS (ACTIVE DOCUMENTATION)

Write it down so that those who read it can run with it

It is often said that if something is not document, it means it did not happen. A lot of work is done that goes un-documented. What is documented is often poorly done, leaving little room for lessons to be drawn for the future. The CCP recognized this and made active documentation a key pillar of the project. The aim was to leave enough material for the future.

INNOVATIVE

Among the documents generated as part of the project were the following key ones:

- Technical progress reports.

- Reports of trainings, planning and coordination meetings.

- Videos of training sessions, skills building, consensus and planning meetings and events.

- Training manuals on occupational safety and health, training of agriculture and cocoa extension officers in child labour monitoring, training of labour inspectors on monitoring of child labour particularly in the informal sector, the CAP development process, and training of School Management Committees (SMCs).

- Case studies.

- Photographs.

- Good practices emerging in each step of the process (from IA perspectives).

Documentation was done actively and deliberately; it was not done as an after-thought. Not only were these activities documented; the documents were well stored and managed

EFFECTIVENESS

Towards the end of the project, enough documentation had been developed and shared among partners to continue the experience-building process. All the major processes including capacity building activities had manuals properly printed in hard copy and also maintained in electronic copies to make them available to anyone who desired to read and/or apply its content.

Active documentation also increased the number of manuals produced by ILO while helping partners to acquire the skill of preparing such documents.

EFFICIENCY

Documentation was done along the implementation of the project. This made the information accurate; if these documents were produced at the end of the project, recall bias could have set in to give only partial information. Most of the documents produced were disseminated during the project. Interested partners were therefore able to use them even while the CCP was still being implemented. This was a very efficient way of ensuring that the documents produced, particularly the training manuals, were applicable.

RESPONSIVENESS

Information sharing sessions revealed that documentation was very important. Each partner was able to share its work, successes, challenges and plans with others when they were documented. Manuals that had been prepared were available for use by all parties. This enhanced capacity building and made it easier.

Production of new documents also consistently added on to knowledge which was to be applied immediately as well as in future.

ETHICAL

Documents produced were made available to all partners and any others that showed interest. Neither implementing agencies nor ILO (nor the donors) insisted on being the sole ones with the right to use the manuals and documents produced. Of course, there were internal documents which were not for public sharing, e.g. financial reports. This was observed.

SUSTAINABILITY

Once documented, the training manuals and other materials were all available for application for years to come as long as the information remains relevant. Again, documentation meant there was no need to reinvent the wheel – some remodelling would be necessary occasionally.

Storage of relevant documents produced during the CCP in cyberspace is recommended as a means of spreading its readership and use.
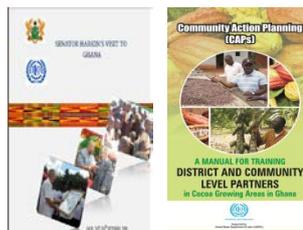
3.3.2   A MULTI-MEDIA APPROACH EFFECTS AWARENESS

You can't help but hear the message

A key aspect of any project aimed at eliminating child labour is awareness creation or awareness-raising. This requires effective communication to reach all constituents and targets with the desired message. Awareness-raising is key in the National Plan of Action (NPA) and needs to be observed by all implementing agencies. In the CCP, awareness

creation and awareness-raising were strongly upheld. The approach was therefore to reach everyone with the message in any available and appropriate manner.

INNOVATION

Several media were used to raise awareness at the same time. The message about what child labour is, what its effects are and what could be done to eliminate the practice was elaborated on radio, in drama staged by members of SCREAM Clubs, poetry recitals, information vans, gong-gong, documentary films, posters and presentations at public functions including durbars. Observation of the World Day against Child Labour always lent a good platform for awareness raising and sensitization.

Various forms of media applied in the CCP – billboards, stickers, community information systems, games, etc.

EFFECTIVENESS

The target audience was reached in one way or another. If a person did not hear about child labour on radio, or did not attend a drama by the SCREAM Club or another children's club, they would see a poster that says "Red Card to Child Labour" or hear the message when the gong-gong beater (town crier) spoke about it early in the morning. The more times a person heard the message about child labour, the more sensitive they tended to become about the subject.

EFFICIENCY

Existing published materials on child labour – posters, stickers, film shows, standard messages – were applied while more were developed. Using local media (the gong-gong, local theatre) reduced the cost of awareness-raising. The most expensive option was the use of paid airtime on radio. However, building a strong partnership with local radio stations helped to avert some of these costs.

As the message went out, the grapevine also became an important source of awareness-raising, with individuals including the children speaking to each other about child labour. Two huge sign boards were mounted in each community to continuously remind

community members and visitors of their goal of creating child labour-free communities and promoting the education of their children

RESPONSIVENESS

The baseline information of the project revealed an initial information gap which had to be filled by active awareness-raising. Awareness-raising and knowledge which brings change was achieved through the use of appropriate and varied channels. The principle of repeated messaging bringing faster and reinforced change applied in this case.

ETHICAL

All media channels used were already available and acceptable to the community. Local radio stations – both commercial and community radio – were used. Airtime was negotiated with the radio station administration. A film on child labour and education was produced by COCOBOD and over 2,000 copies distributed to communities through the project. Information vans were made available by Information Services Department. In addition, information was coordinated and consistent. Avoiding mixed messages and inconsistencies was important for not confusing audiences.

SUSTAINABILITY

Continued awareness creation, awareness raising and awareness sustenance is important for maintaining attitudinal change. The momentum of communication about child labour needs to be kept using all available and affordable methods. It is recommended that celebration of World Day against Child Labour is maintained and upheld and the annual football competition dubbed "Red card to child labour" instituted by the Project is scaled-up . More media partners including drama groups, musicians, preachers, traditional rulers, teachers and all others with various platforms and audiences need to be actively involved in awareness-raising in order to keep the momentum of elimination of child labour high, especially towards the end of the CCP. The use of Cocoa Link, a project of the World Cocoa Foundation which sends out text and voice messages to subscribers, to inform people about child labour would ensure that the message continues to go out well beyond the project communities to reach many others.

3.3.3 MAINSTREAMING OF CHILD LABOUR ELIMINATION

Everyone should get involved in eliminating child labour

Child labour is and should be the concern of everyone. Mainstreaming child labour is a means of ensuring that each agency plays its role, according to its mandate and capacity, to eliminate child labour as part of its own work. The NPA recommends this approach as a cost and time-effective means of reaching as many children and families as possible with approaches leading to elimination of child labour.

The CCP was built on and executed by a wide array of institutions and individuals with various mandates and interests in respect of elimination of child labour. Being part of the project revealed clearly their niches in this effort. With the experience of the CCP, it is possible for them to develop their own approaches to continue to contribute to national and district efforts at eliminating child labour.

INNOVATIVE

As part of the project, some implementing agencies and other key partners developed strategic plans to eliminate child labour in the medium and long term. These include GAWU, GEA and Directorate of Agricultural Extensions Services (DAES) of the Ministry of Food and Agriculture (MoFA). The GEA also supported LBCs and other employers to develop Codes of Conduct concerning child labour and protection of working children in the cocoa value chain. Others also mainstreamed through training manuals. Manuals were developed for Labour inspections, cocoa and agriculture extensions and CAPs. Through routine trainings of these institutions, child labour activities are promoted and expanded. Also, child labour was mainstreamed into existing education materials including primers for Complementary Basic Education (CBEs) and resource handbook and manual for School Management Committees (SMCs).

The NDPC maintained child labour as a key issue of developmental concern in the GSGDA. This placed elimination of child labour high on the national agenda, with District Assemblies being required to make plans to eliminate child labour as part of its work and report on same on an annual basis.

EFFECTIVENESS

By taking part in the CCP, the various implementing agencies, particularly Government agencies, social partners and civil society organizations including the media were able to identify how they fit into elimination of child labour. This is what led to some of them developing strategic plans and manuals to eliminate child labour. Making child labour elimination an integral part of the partner institutions' work requires a lot of monitoring which the CLU is poised to undertake using the NPA's monitoring framework.

EFFICIENCY

In the CCP, each partner institution applied its own tools and scheme of work to identify specific roles they could play in elimination of child labour. A few of them did require some initial capacity development to enhance their ability to play their mandated roles towards elimination of child labour. However, capacity building was achieved through all the steps of the project process – project design, planning, implementation, monitoring, and evaluation. Once these agencies had clarity about the role they could play in elimination of child labour, they developed their plans and worked with them successfully. This is mainstreaming – they did not need to create new projects or divisions or units in order to contribute their quota to eliminating child labour.

> *The NBSSI was not an implementing agency in the ILO-IPEC Cocoa Communities Project (CCP). When the livelihood development activities of the project began, the NBSSI in all the Municipal Areas/districts identified its mandate in the process. The officials therefore supported the identification of suitable and sustainable livelihoods in the Municipal Areas/district. They also provided moral, technical and financial support in the delivery of additional livelihood services to families through the extension of Government's Rural Enterprises Development facility to the families, thereby contributing 70 per cent of the total training cost to farmers in Wassa Amenfi West and Central, for instance. The NBSSI noted that by supporting families to develop good livelihood options, the families would be better poised to provide for the children, and thereby keep them away from entering child labour. In this way, the NBSSI is able to mainstream elimination of child labour into its own work.*

Some agencies were not direct implementing agencies of the CCP, e.g. Ghana Statistical Service (GSS). It is noted that the GSS has mainstreamed elimination of child labour by including child labour indicators in the Ghana Living Standards Survey (GLSS).

RESPONSIVENESS

Mainstreaming child labour responds to the recommendations in the NPA. By identifying the niche of the organization and relating it to elimination of child labour, the IAs and other collaborators were well able to contribute in unique ways to the process. Other agencies that were not implementing agencies of the CCP also identified their role in elimination of child labour and made their contributions to the process.

ETHICAL

Mainstreaming means agencies do not need to change their mandates or work differently. There was therefore no interruption of work. Agencies continued to perform their given work with an eye for eliminating child labour in their line of work.

SUSTAINABILITY

Mainstreaming of elimination of child labour into the national development agenda i.e. the Successor National Development Plan for 204-2017 and the district plans are a first step to sustain the interventions. Mainstreaming of child labour into the work of various agencies is itself a sustainability measure. It is recommended that as required by the NPA, MELR should facilitate the development of plans by each of the key organisations to support the national and international effort to eliminate child labour.

Strategic plans and CBE materials developed by members of the tripartite
to sustain child labour elimination efforts

3.3.4 LINKAGE TO EXISTING SOCIAL INTERVENTIONS

Benefit from what already exists

Some community members had heard of such social interventions as the National Health Insurance Scheme (NHIS), Livelihood Empowerment Against Poverty (LEAP), Rural Enterprises Project and other statutory social interventions that exist to cushion poor and needy persons. However, they did not know how to access them. They did not know where to go for information, the eligibility criteria for benefiting from these, or how to apply. It was widely believed that these interventions were not intended for them but for specially selected persons in the community or in other communities.

Through the ILO-IPEC Cocoa Communities Project (CCP) sensitization as well as CAP development and implementation activities, all project communities learned about existing social interventions which they could access. They were introduced to the appropriate quarters where they benefited from adequate information and registration with appropriate schemes.

INNOVATION

Awareness of community members was increased to the existence of the existing social interventions. They received information on eligibility to apply for these interventions, the conditions for benefitting from them, and where to go to access these services. Hitherto, some community members thought the services were only for a selected few people, and that they did not stand a chance to benefit from them. Through the project, they learned to access these services.

EFFECTIVENESS

Community livelihood groups received support from the NBSSI, covering some of the costs of training on the livelihoods they (community members) had selected to learn and practice.

The NBSSI also supported them with monitoring and advice on how to improve their activities. In Wassa Amenfi West and Central, for example, the NBSSI covered 70 per cent of the cost of livelihood training and also provided some start-up tools to groups. Some households also benefited from the free government fertilizer and seedlings programme as well as extension services from COCOBOD and DAES.

Children who were selected for support were all supported to register with the National Health Insurance Scheme (NHIS). Their family members and CCPCs were also supported to register with the NHIS to facilitate access to health care in case of illness. Target communities were also linked to the Ghana Health Services for bi-yearly health screening and referral of serious ailments to district hospitals.

EFFICIENCY

The project did not need to reinvent or duplicate the social interventions. Rather, the project linked community members to the existing interventions and augmented these interventions with ones that did not exist. As long as the statutory interventions exist, community members would benefit from them.

RELEVANCE

The relevance of this was to ensure that beyond the lifespan of the ILO-IPEC Cocoa Communities Project (CCP), community members would continue to access the statutory and private interventions that exist to support needy persons.

ETHICAL

It is the legal right of all community members to access the existing social interventions. By being linked to them, they were enabled to access what is theirs as a right.

SUSTAINABILITY

While these social interventions continue to exist, the community members will be able to access them to enhance their lives. More importantly, these interventions would ensure that the children who were removed from child labour would not return to their past situation but continue to enjoy their new status and improve their lot into the future. More importantly, beneficiaries and communities have been adopted by these institutions into the information systems for follow up. NBSSI, Cooperatives, MoFA, NFED have all registered these families. GAWU and NFED through CCP have also developed database for follow up and continues support services.

RECOMMENDATION

The statutory social interventions need to be sustained. The Inter-Parliamentary caucus on child labour would do well to discuss and pass policies that will sustain social interventions to the benefit of all needy persons in the sub-region. Education on social interventions needs to continue in post-project sensitization and awareness raising activities. The social interventions also need to be monitored and improved so that needy persons in society would truly benefit from them. 19. Child participation in elimination of child labour.

Make children an integral part of what benefits them

The entire ILO-IPEC Cocoa Communities Project (CCP) was about eliminating child labour. This means the ultimate beneficiaries are the children. Involving the children in the project was therefore almost a sine qua non. The children were involved in the entire project, from start to finish. Among the roles they played were the following:

- *They took part in the national, district and community planning sessions where their views were sought, particularly concerning the work activities they are involved in;*
- *They composed focus groups which took part in the CAP formulation process;*
- *They performed child surveillance in their community and in school, noting the children who perform child labour and informing community leaders and/or their teachers;*
- *The SCREAM clubs played a vital social mobilization role using drama, poetry recitals, art competitions, soccer gala, house-to-house visitations, street marches, debates and panel discussions on radio;*
- *They were represented on the Community Child Protection Committees (CCPCs) where they expressed their views as part of community discussions.*

They joined Agriculture clubs to learn about the importance of farming and Good Agricultural Practices and OSH

INNOVATION

The annual soccer gala "***RED CARD TO CHILD LABOUR***" was a novelty which was introduced as a means of mobilizing communities for information sharing. The children formed soccer teams which were provided with jerseys and footballs by the project. When they organized soccer tournaments, members of their communities as well as neighbouring communities took part. This was a good forum to speak about child labour. The children also had the opportunity to tell their perspectives of child labour through radio discussions, debates and drama. In these and many other ways, the children took active part in the implementation of the project. The project fully involved the children, and they were well guided by the adults.

EFFECTIVENESS

By involving the children, peer sensitization was strongly achieved. Children from the project communities had the chance to inform children from other communities about child labour in school (where children from non-project communities attend schools in project communities and vice versa) and through door-to-door visits and radio discussions. Because the children were themselves very sensitive to child labour, they noted the children who did not attend school because of work and informed their teachers or other CCPC members for

follow up to be done. They also contributed to how they want their communities to develop through the CAPs process.

In addition, the creativity and confidence of the children was enhanced through their participation in drama, art, debate and other activities.

EFFICIENCY

Child Labour Monitoring started in school where tracing of absentee children led to identification of children who are in need of remediation from child labour. Again, children see each other on the farm and are able to tell who is performing child labour based on the activities they are undertaking. Thirdly, children learned as they participated in these activities. This kind of learning would lead to long lasting change among the children, who would then pass the new knowledge and attitude on to other children.

Curious Minds is an organization of children in Accra. They perform drama, poetry recitals and music. Even though Accra Metropolis was not a project community, the children who are members of Curious Minds took active part in WDACL celebrations and other child labour-related events where they performed creditably. Below are members of Curious Minds who took part in the WDACL in 2012.

RELEVANCE

Elimination of child labour cannot be achieved without the deliberate and active participation of the target group, i.e. the children. Through their activities, their views were heard and their opinions were brought to the fore. This helped to target interventions, especially in the CAPs, to meet their needs without assuming what they needed. Again, by exploring their capabilities and creativity, they became more confident in themselves and their sense of belonging to the community and the project were increased. Learning about the importance of agriculture and how to do farming in an improved way using modern technology will also help improve the image of agriculture in the youth and promote decent.

ETHICAL

Involvement of children was purely voluntary. They were not forced or coerced to take part in any activity or to speak in public. Children who shared their experiences in child labour were supported with public speaking skills to help them overcome stage-fright, and also to prepare their write-up. However, nothing was written for them which may not have represented their views. In addition, children who took part in excursions and other external activities through the SCREAM Clubs, Agriculture Clubs, drama groups and other such groups were chaperoned by a responsible adult, i.e. a teacher or parent. In this way, the participation of children in the CCP was completely ethical.

SUSTAINABLE

The sustainability of the gains of the project, i.e. elimination of child labour, rests with the children who will grow up, knowing and sensitive to the fact that child labour is wrong. They will also grow up knowing exactly what constitutes child labour, which they would be able to sustain. Staging drama, football gala and other interesting activities is likely to keep the children interested in the activities to eliminate child labour, while their interest in education will continue to remain high because some of these activities are set within school-based clubs.

The removal of bottlenecks such as extreme poverty and lack of social support are a key step to ensuring that these children do not fall into situations that caused them to enter into child labour.

RECOMMENDATION

Children should remain an active and deliberate part of all community activities, including CAP assessment and review. This will keep their opinions and views within debates and discussions, and ensure that their needs are met. Communities, schools, District Education Directorates and the District Assemblies need to constantly remember to invite SCREAM Clubs, debate clubs, Agriculture clubs and other groups of children to community debates and district assembly sessions. The clubs mentioned must also be kept active and interesting as children graduate to higher levels of education and are replaced by new children. Those who continue their education could become role models for other children; they should be invited to speak to the younger children to encourage them, and also continue to be part of community planning sessions. COCOBOD should adopt the Agriculture Clubs for follow up to enhance their interest in farming.

CHAPTER 4. LESSONS LEARNED

Within the CCP, there were strategies and activities that were applied towards meeting the project objectives. Some of these strategies applied worked very well. However, they could not be classified as good practices because they did not meet the criteria for determining good practices. Some of the strategies worked but with some challenges which were overcome. A few strategies had to be changed altogether. These strategies make up the lessons learned. In future projects, these lessons learned will be a useful guide to what could pose a challenge or even a barrier to an implementer of a child labour elimination project, so that they could be averted or taken into account when they occur. It is noted that these may not be all the lessons learned in the project, but these are key lessons which would be useful to future projects.

4.1 LESSON 1: INITIAL PLANNING MAY TAKE MUCH TIME BUT IT IS WORTHWHILE

The project spent considerable time in its initial stages to engage with national and sub-national partners, including the National Steering Committee on Child Labour (NSCCL), district assemblies, community leaders and implementing agencies. In the selection of districts and communities, the district and community profiling exercise provided a rigorous approach for identification of the most appropriate communities for implementation of the project, where the targets could be met. This took about four months to complete, involving many meetings at national and district level. There was also elaborate planning meetings with potential district level implementing agencies at which the content of various draft Action Programmes were discussed.

A community map developed during the initial stages of the CCP

As a result, a wide variety of opinions were gathered from the key sub-national level partners that fed into the Action Programmes. The Action Programmes thus took into

account the situations in the districts, the structures and institutions in place which could play specific roles in the CCP, the capacities available and the support that would be needed. Initial planning also involved preparing reasonable budgets, projecting into the future and taking the economic fluctuations into account. All these led to the development of a practical operational plan, clear Action Programmes and budgets. The time taken for these consultations was quite long and the process was tedious. However, the time and cost of consultations had been factored into the project plan, and the project team did its best to work within the time and budget.

In spite of the broad-based planning and engagement with partners, operationalizing Action Programmes and the operational plan did not happen smoothly. For example, the community profiles had informed the selection of communities. Upon follow-up, it was realized that some communities did not have the commitment that was initially observed. This meant extra effort and time had to be put into sensitization activities.

The lesson is that while initial planning may not be perfect in eliminating all challenges, it is better to spend time planning the project with the partners than performing ad hoc planning and simply introducing the project to the districts and communities. It is beneficial to budget time and resource for initial community and partner assessment, including performing a Knowledge, Attitude, Behaviour and Practice (KABP) study to inform how communities would receive the project.

4.2 LESSON 2: LINKING AWARENESS RAISING WITH SOCIAL MOBILIZATION YIELDS ATTITUDINAL CHANGE AND RESPONSIBLE BEHAVIOUR

Community members show commitment and ownership when they are sensitized and made responsible for producing results. Merely informing communities on the concept, consequences, laws and alternatives to child labour does not necessarily translate into their support to eliminate child labour. The CCP project coupled awareness-raising to community action through the design, development and implementation of community action plans (CAPs). As a result, awareness-raising produced the community mobilization that yielded real action against child labour. For this reason, awareness-raising needs to be maintained and increased as a means of continuously mobilizing the community and indeed the district to act against child labour.

A community awareness-raising session

4.3 LESSON 3: IMPROVING QUALITY OF EDUCATION IMPROVES ACCESS AND OUTCOMES OF SCHOOLING

It is not enough to sensitize parents and communities on the importance of education. This alone does not lead to elimination of child in labour. Some projects have concentrated on performing sensitization of parents, withdrawing children from work and enrolling them to school, sometimes with the child receiving some school supplies to enhance participation in school.

This approach does not take into account that the schools available may not be attractive or beneficial to the child. In some of the CCP communities, the school structures found were old and dilapidated. A few were considered potentially harmful to the children because the building could collapse during a storm. Some of the schools did not have enough furniture while some did not have enough schools. Some schools also did not have enough books and other teaching and learning materials. The children therefore did not find school beneficial – a key reason why they work rather than attend school.

A dilapidated and unattractive school drives children out and potentially into labour

A beautiful school structure attracts children to attend school daily, and away from labour

Education must be attractive. Twenty-four (24) communities in all the seven (7) municipal areas and districts were supported with renovation of their basic school buildings or

construction of new school blocks and teachers' quarters as part of the CAPs, establishment of schools to increase access, and provision of learning charts, reading books, dictionaries and other teaching and learning materials. Some children who walked long distances to school also received bicycles to reduce tiredness. Some received merry-go-rounds to attract the very young ones.

With a more attractive school setting, school attendance increased among both pupils and teachers. The performance of children also improved. Parents also became more interested in supporting their children to attend school. While the children were at school, it was not possible for the children to be involved in child labour. The school environment therefore provides a real alternative to child labour.

It is very important for a project that seeks to eliminate child labour to examine the school environment and put in place school quality improvement interventions:

- Improving the school building to make it more attractive and safer.

- Planting flowers and other decorations to beautify the school.

- Ensuring that there are enough teachers to meet the needs of the children.

- Providing or advocating for the provision of adequate accommodation for the community teachers.

- Offering an opportunity for teachers to receive refresher training while untrained teachers receive adequate training for them to teach the children.

- Supporting the acquisition of enough furniture for children and teachers.

- Providing reading books, text books, teaching/learning aids and games to enhance teaching and learning.

Where there is no school for over a 5 km radius[7], it is advisable for communities to discuss formation of a community school with the District Assembly and GES; a community school would be supported by the community initially and adopted by the GES at the appropriate time to improve access to education. Technical & Vocational Education and Training (TVET) is just as vital as formal academic school for children who may be too old to enrol in basic school. TVET centres need to be supported with the requisite tools, furniture, attractive structures, teaching manuals, etc. The teachers also need to be supported and encouraged to be able to provide the needed training.

It is also essential to ensure that local education authorities including School Management Committees (SMCs) participate actively in education management and monitoring. Once school improvement is achieved, the performance of children also needs to be monitored. Any improvement in performance needs to be noted and praised to encourage the teachers and children to do even better.

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[7] This is advised as a means of achieving the objectives of the Education Act of Ghana 2008, Act 778.

4.4 LESSON 4: LIVELIHOOD EMPOWERMENT SHOULD BE APPROPRIATE AND TIMELY

Poverty is widely known as one of the main factors that lead to child labour. Livelihood empowerment is therefore very important in eliminating child labour. The main livelihood activity in the community, e.g. cocoa farming, needs to be upheld and promoted as an initial step. Of course, where the main livelihood is illegal surface mining (*galamsey*), the approach would not be to promote an illegal activity but rather to discuss the main income source and attempt to either change it or move it from illegal mining into a registered, licensed and responsible mining entity. In addition to enhancing the main livelihood activity, other livelihood activities need to be discussed with the community.

Multiple options for livelihood services provide a healthy variety from which beneficiaries could select. The options must ensure that:

- The materials for production are readily available in the community and also affordable.
- The items being produced have a ready market within and near the community.
- The activity is interesting to the community.
- Technical expertise is available to provide the needed support.

It is notable that if the community forms a group to produce an item which has no ready market, the group is unable to make any profit, which defeats the purpose of putting together the livelihood activity. Where marketing is feasible and products sell quickly and produce real turnover, the group is empowered and encouraged to continue.

Where one option proves unsuitable or difficult to sustain, alternatives should be available. As an example, poultry farming did not work in Wansema Camp, a community in the Amenfi West District. This was largely because farmers were unable to care for the birds well and the weather conditions were unfavourable to the survival of the birds. Farmers also had challenges with making sales. This proved discouraging to the community, especially when some of the birds died when they had not been sold, bringing losses to the community group. Poultry farming was quickly replaced with bee-keeping which had worked well in other communities in the same district.

Group formation is good in livelihood creation. Production in this case is done by a group who obtain group capital, work together and then split the proceeds. This calls for group formation training which should be done painstakingly to make the group stand strong for a long time. It should not be taken for granted that all the group members would work with the others; group dynamics need to be built carefully and deliberately. Group dynamics should include helping group members to recognize that they are responsible for each other

and for the group. Where this is not carefully done, a situation of "*monkey dey work baboon dey chop*" could result in which a few hardworking members of the group continually take part in work and have to split the profits with inactive group members when the profits arrive. Hardworking members of a group in which some members are inactive tend to feel that the inactive members gain undue advantage if profits made are to be shared equally. This could lead to the formation of "break-away" groups, unnecessary competition, acrimony and even conflict. These must be prevented.

4.5   LESSON 5: CAPACITY BUILDING IS EFFECTIVE WHEN IT IS PRACTICAL AND FIELD-ORIENTED

This lesson was learned from various partners of the CCP. Agriculture and Cocoa Extension Services provided technical capacity building for farmers in good agricultural practices and Occupational Safety and Health (OSH) using the Farmer Field School approach. In this approach, training was performed directly on the farm and not in a classroom or a hotel. This was very effective for three main reasons:

- Training was by observation and hands-on practice, with farmers trying their hands on what they were being taught.

- Farmers did not have to change their daily routines – they went to the farm as they always would and learn better techniques right there on their farms.

- The cost of training in a hotel or classroom was averted.

Likewise, GNAT organized training for teachers on child labour elimination and child labour monitoring. These trainings were organized in the communities when school was in recess. This made it possible for them to use the classrooms for their training, and the learning time of students was not negatively affected. It also afforded teachers (as well as Cocoa Extension Officers in the case of cocoa field trainings) the chance to practice how to monitor child labour in real life.

It is notable also that livelihood trainings were done in both classrooms within the communities and field settings, where the field setting depends on the livelihood activity, e.g. beekeeping was taught outside where there were bees and hives, and palm oil extraction was taught where the mills had been placed. Pastry making was taught in kitchens.

It was learned that not all trainings need to be done in a "standard" workshop setting. Technical capacity (knowledge and skill) is well transferred through practical work on the field rather than in multiple workshops. More of such trainings should be considered in future projects.

4.6   LESSON 6: INFORMATION SHARING SHOULD EXTEND TO IMPLEMENTING AS WELL AS NON-IMPLEMENTING PARTNERS

The ILO-IPEC Cocoa Communities Project (CCP) went to a great extent to share information from the project with stakeholders and partners. At the national level, there were several planning meetings particularly in the planning phase of the project. There were also research dissemination meetings to which partners and stakeholders were invited and in which they did participate. At the district level, several information sharing sessions were organized in which all implementing partners, District Assembly institutions and other NGOs and interested organizations took part. In most of these meetings, partners who were not implementing aspects of the project but rather running their own projects, as well as stakeholders who were not implementing any aspect of the CCP or any project to eliminate child labour, took part. Some of these are the World Cocoa Foundation, Mondolez Cocoa Life, the US Embassy and other embassies. Again, whereas the Ministry of Employment and Labour Relations (MELR) being a key member of the tripartite was represented at most of these meetings, other stakeholder ministries such as the Ministry of Gender, Children and Social Protection, Ministry of Local Government, Ministry for the Interior, Ministry of Finance also took part in these events even though they do not directly form part of the tripartite. Some of the district-level implementing agencies of these ministries also took part in the district information sharing activities.

It was however observed that while information sharing was effective among project implementing partners, those who were not implementing partners of the project were not very well informed about the good practices and details of the CCP. Indeed, some of these non-implementing partners, at the time of teasing out good practices and lessons learned, appeared to know very little about the outputs of the project activities. This was attributable largely to a few reasons:

- Non-implementing partners took part in meetings because they had been invited. They knew about the CCP but did not find their positions clearly in the project.

- Most partners did not have dedicated staffs to the CCP, so different persons attended CCP meetings, but did not necessary carry on the information they had received in these meetings.

- Partners did not receive any regular written updates or reports from the project from which they could read details of the project, and which they could seek clarifications on. While PowerPoint presentations at meeting were appreciated, written reports could be passed on to other staffs for study, and lessons would be available for many years for reference. Therefore, when partners had not taken part in meetings consistently, they had very little information about the project.

Sharing information with non-implementing partners can stimulate replication of strategies. It can also stimulate lessons from these partners who may have examples and lessons to share with the CCP. A conscious effort must also be made especially by district-based implementing agencies to involve district assembly line agencies (Department of Labour, MOFA district offices, GES district offices, etc.) in activities without ILO necessarily approving an Action Programme with these agencies.

4.7 LESSON 7: THE ILO INTEGRATED MANAGEMENT SYSTEM GAVE THE CCP STRONG SUPPORT

There is one Chief Technical Advisor (CTA) in the ILO Ghana office who is supported by a well harmonized team of IPEC programme officers and administrative staffs. The CCP was run by a National Programme Officer who reports to the CTA. A Programme Officer responsible for monitoring and evaluation was introduced when the CCP began. This was part of augmenting the ILO team. The position of Field Coordinators was also introduced during the CCP. Field Coordinators lived within the project districts and gave direct support to district partners, while liaising between the district and ILO national office.

Before the CCP, there had been the ILO-IPEC WACAP, TBP and ECOWAS I projects. There were lessons and examples to be drawn from these previous projects to guide the CCP. At the time the CCP was running, there were other projects including the ECOWAS I and II projects which were managed under the CTA by different National Programme Officers. Each project had its own staffs, but it was recognized that this was one ILO office under one CTA. For this reason, various ILO projects supported each other, and staffs discussed their projects among themselves, each project learning from the other. The administrative staffs (drivers, secretaries and finance team) were as responsible for the CCP as they were for other ILO-IPEC projects. This enhanced technical efficiency and professional delivery.

The Comprehensive Monitoring and Evaluation System (CMES) was introduced during the CCP. It involved new indicators and a new framework which had not been used in earlier ILO projects. It was necessary for the CCP staffs and implementing partner staffs to be trained in the application of the CMES.

However, the CMES proved a very cumbersome system, especially with its accompanying Direct Beneficiaries Monitoring Reporting (DBMR) system which is IPEC's global standard system for reporting on withdrawal or prevention of children from child labour. There were many indicators for which data had to be collected every reporting period. Generating information for all the indicators required under the CMES was challenging. It must be noted that the implementing agencies did not have officers who were trained as purely M&E officers/specialists. Project staffs combined technical work, field work, data collection,

report writing and data analysis. This made it very difficult for data collection to be as effective as desired per the CMES.

Learning took place as the project continued, with the M&E Officer having to carefully and patiently guide partners through the data. Although initial difficulties were managed to enhance data collection from the district and national level, this was a very challenging aspect of the project. The CMES therefore needs to be reviewed to make it less cumbersome and yet effective in generating key performance data of high quality. Care must also be taken to provide the requisite training to project staffs and implementing partners on an on-going basis when a new system is introduced.

4.8 LESSON 8: CHANGES IN GOVERNMENT ADMINISTRATION CAN AFFECT PROJECT DELIVERY DOWNSTREAM

The CCP started with four districts, namely Birim South, Suhum-Kraboa-Coaltar, Twifo Hemang Lower Denkyira and Wassa Amenfi West Districts. In each district, four communities were selected for the project. In these districts, consultations were done, relevant trainings were done, and a strong alliance was built with the District Assembly and its agencies. District Assemblies allocated specific staffs to be the focal persons with the ILO-IPEC Cocoa Communities Project (CCP) project.

Within the second year of implementation, three of the four districts were re-demarcated as follows:
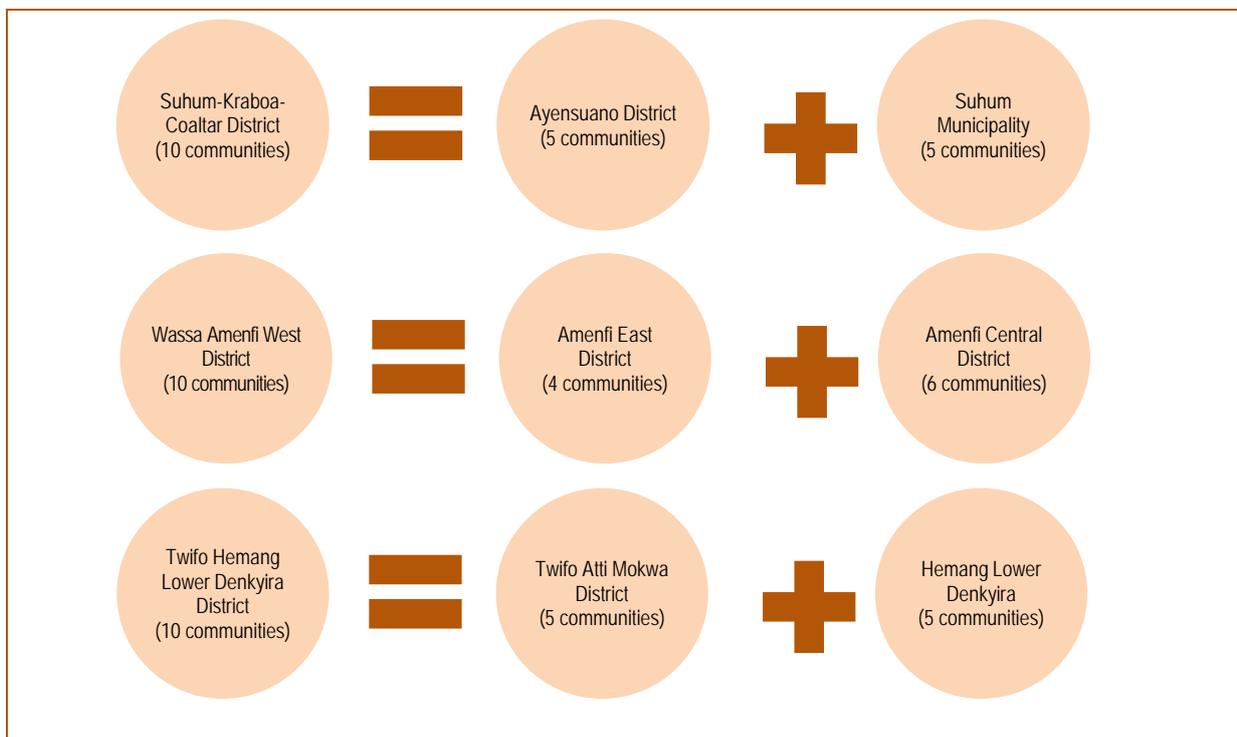
There were a few effects of this re-demarcation:

(1) The desired impact within each of the original four districts which informed selection of 10 communities in each of them was not possible to achieve with 4, 5 or 6 communities.

(2) District Assembly staffs from the original district had been reallocated to the new districts. Some of the focal persons were therefore lost to a new district. New focal persons therefore had to be introduced and taken through the project process to bring them up to speed.

Funds had not been programmed for this development. Yet, the project was set to work with the District Assemblies.

There was a 3-month period within which the old district would support the new district to stand on its feet. The project took advantage of this window to identify new focal persons and introduce the project to the new district administration including the new DCEs, working closely with the DCEs and staffs of the old districts.

Working with the DA and government structure ensures spread of the word, especially when districts are re-demarcated. Work in the "new districts", i.e. Ayensuano, Amenfi Central and Twifo Atti Mokwa, needs to be followed up.

4.9 LESSON 9: MONITORING, TO BE EFFECTIVE AND PRODUCTIVE, MUST BE CONTINUED EVEN AFTER PROJECT

The GCLMS is a useful tool which helps in social mobilization, led by the Community Child Protection Committees (CCPCs). It is a workable system. However, unless its implementation at the community level, including surveillance activities of the CCPCs is continued after project life, gains made may be lost in a relatively short time. Continued monitoring of beneficiary children in all the project communities need to be done through the continued use of the G-CLMS. The practice of including teachers and extension officers in monitoring should be sustained while more partners need to be brought on board to make monitoring more involving.

4.10 LESSON 10: MANAGE COMMUNITY INFORMATION AND EXPECTATIONS

It is notable also that community members were treated as partners in this project and not only beneficiaries. This is highly commendable; they were consulted in every step of the project, including when those who would benefit from interventions were to be selected. It appears that while the selection criteria for the children who were to be supported by the

project were very clear, some community members may not have understood these criteria well enough. For this reason, there were a few community members who were unhappy when they learned that other children and not theirs had been selected to receive support. The criteria for benefiting from the project needs to be made clearer to communities: **A beneficiary is a child who is in labour or at risk of falling into child labour together with his/her family/caregiver**. Care must be taken to ensure that this qualification is not breeched or mistaken.

CONCLUSION

As the highly successful ILO-IPEC Cocoa Communities Project (CCP) closes, many good practices and useful lessons have been deduced. These will serve as a fruitful guide in the design of future projects that seek to eliminate child labour. These lessons also provide a challenge to the nation which remains strongly committed to eliminate child labour in all sectors and communities. The challenge falls squarely on Central Government, regions, districts, communities, households and families who are all partners as well as beneficiaries in this fight. Institutions of state, governmental agencies, NGOs and civil society groups as well as individuals need to continue to work together to accelerate the drive to eliminate child labour in Ghana.

Children who have benefitted from interventions are a particular constituency that gives much hope that the gains made will be sustained. With their understanding and appreciation of what child labour is, they present a new generation that could remove child labour from their current as well as future practices. However, they cannot achieve this without supportive systems that include good educational opportunities, life planning skills and secure employment and livelihood options. All efforts therefore need to continue to ensure that child labour is eliminated in this generation and sustained in coming generations.

Continued awareness raising, mainstreaming of child labour elimination and increased monitoring of child labour in all its forms will ensure that the gains made in the CCP will form a part of the Ghanaian society. It is possible for child labour to be eliminated; the CCP has proved this. The momentum must therefore be kept up for this to be achieved in Ghana.

RECOMMENDATIONS

The good practices and lessons learned brought up some recommendations which would enhance elimination of child labour through future projects of the nature of the CCP. These recommendations emerged from the consultation and validation processes, with a few also emerging from project reports. The recommended actions are as follows:

(1) Moving forward, it would be useful to recognize each partner's capacity to deliver on its assigned role. A partner may have the mandate and resources but not the relevant information and tools. It is beneficial to budget time and funds for preliminary assessment of all partners in order to determine the support that would be needed. In the event of the need for submission of rapid reports, photographs, case studies and clarifications to reports, it would be most beneficial if district-based partners are supported with internet access and training on report development.

(2) Not all trainings need to be done in a "standard" workshop setting. Technical capacity (knowledge and skill) is well transferred through practical work on the field rather than in multiple workshops. More of such field, farm and community-based trainings should be considered in future projects.

(3) Information sharing should not only be in meetings. It should also involve development of short reports and briefing documents which should be shared with partners. Such documents should aim at informing all partners towards adoption of effective strategies, learning more from their own strategies and building long-standing alliances leading to replication of good practices and sustainability of interventions. While ILO does not report to any of these partners and is not obliged to send them briefing documents about its projects, sharing reports with partners is useful for gaining a greater buy-in for its effective tools and strategies. A platform for projects on elimination of child labour at national level as well as at district and/or community levels needs to be created to allow discussion, lesson sharing and replication of what works well. The Child Labour Elimination Network which has emerged from the CCP needs to be sustained and supported to make it more beneficial.

(4) M&E is a critical aspect of any project. It is also a very specialized area of work which should not be taken for granted. Introduction of the CMES brought this to light. The CMES would have been better introduced if implementing partners had staffs dedicated to data collection, analysis and management. It is therefore recommended that provision is made for recruitment and support of M&E officers for projects in

future. Where this is not possible, partners are advised to support their staffs to obtain M&E training to make their data collection and analysis easy and professional. Secondly, it is recommended that ILO review the CMES and make it contextually applicable and relevant in future projects.

(5) Formation of farm labour groups or farm gangs as part of interventions is recommended for providing livelihoods to young persons seeking employment in the agricultural sector. This alternative would reduce the need for employing children, and rather grant opportunities to young person more than 18 years of age to make a living.

(6) Child labour monitoring needs to be given another look to infuse more innovations. A toll free hotline which is applicable on all or most phone networks in Ghana is one such innovation that needs to be piloted. With this hotline, all persons who identify a child in labour or abuse could call in free and report the case with specific descriptions. The nearest CCPC or DCPC could then be contacted to investigate and help to resolve the case. In line with this recommendation, provision in terms of funds and an appropriate partner agency needs to be made in projects similar to the CCP to tackle child abuse and trafficking in case it is encountered. Including the Police on the project team would be very important for this purpose.

(7) Awareness raising needs to continue after the CCP has ended. Without this, the momentum to eliminate child labour could wane and the gains made eroded over time. A strong partnership between projects/organizations and the media needs to be maintained through which television and radio jingles aiming at elimination of child labour will be consistently aired. Billboards and posters about elimination of child labour also need to be maintained by communities and district assemblies to serve as a constant reminder of the commitment of the nation to eliminate child labour. Awareness raising must be a priority to all agencies implementing projects or mainstreaming child labour elimination.

(8) In designing a project of this nature in future, identification of project communities needs to form part of project design. Community profiling should take place ahead of the design of interventions; the profiles of districts and communities should inform the interventions and expected targets. To facilitate this, District Assemblies are encouraged to prepare, file and regularly update the profiles of all their communities, and use the information to guide any project that would be proposed for the district.

(9) Sustaining the livelihoods created in the CCP is critical to the continued development of the community members, particularly those who received direct support. The National Board for Small Scale Industries (NBSSI) and the Rural Enterprises

Programme (REP) is present in all districts, with the mandate to support small businesses particularly in rural communities. The ILO and its constituents might consider developing the capacities of these institutions to sustain the livelihoods introduced in the communities with post-project support and further training.

(10) The National Steering Committee on Child Labour (NSCCL) in the ILO-IPEC Cocoa Communities Project (CCP) has proved a very strong backbone for elimination of child labour in Ghana. It is very important that the NSCCL is strengthened in order for its visibility and relevance to be increased. The NSCCL also needs to assert its advocacy role more strongly, inviting projects, programmes and institutions (including District Assemblies, NGOs, researchers, the Ghana Statistical Service, etc.) to share reports and data on child labour on a regular basis, and using the data to prepare advocacy activities including holding at least annual meetings with the Presidency to advise on elimination of child labour in Ghana. The NPA also needs to be better disseminated to all agencies in the country through preparation of NPA briefs and action plans which could be easily understood and applied. The monitoring framework of the NPA needs to be applied and reports on mainstreaming of child labour elimination made to the general public. These efforts will drive interest and result in greater support for elimination of child labour.

(11) In future, child labour elimination projects need to consider including a family planning module. This is because as more children are born to a family, it becomes increasingly difficult to cater for their needs and the children become increasing at risk of falling into child labour. A stronger partnership with the Ghana Health Service is therefore recommended particularly at the district and community level. In this light, various agencies need to identify how their work impinges on the fight against child labour and find their way into the effort to eliminate child labour. This is what mainstreaming of child labour is all about.

(12) Future child labour elimination projects need to develop a system that ensures rapid release of funds for work to proceed smoothly. *A child in labour or abuse should not be made to wait too long for deliverance.* Project management systems need to take this into account and support implementing agencies to receive, disburse and account for funds in a simple and quick way. A simpler reporting system and format might facilitate this. At the same time, a project that affects lives and changes attitudes and lifestyles such as the CCP needs enough time for implementation and impact evaluation. A balance therefore needs to be drawn between acting rapidly in the behalf of needy persons and communities and spending enough project time to induce sustainable attitudinal and behavioural change.

ANNEX 1. PROJECT IMPLEMENTING PARTNERS

The partners in this project have been the following institutions:

GOVERNMENT

- National Steering Committee on Child Labour
- National Development Planning Commission
- Parliamentary Select Committee on Employment, Social Welfare and State Enterprises
- Local Government Services Secretariat
- Ministry of Employment and Labour Relations
- Ministry of Gender, Children and Social Protection
- Ministry of Local Government and Rural Development
- Ministry of Education (Ghana Education Service/Basic Education Division and Non-Formal Education Division)
- Labour Department
- National Programme for the Elimination of Worst Forms of Child Labour In Cocoa
- Child Labour Unit of the Labour Department
- National Commission for Civic Education
- Ministry of Food and Agriculture
- Ghana Police Service
- Suhum Municipal Assembly
- Ayensuano District Assembly
- Birim South District Assembly
- Twifo Atti Mokwa District Assembly
- Hemang Lower Denkyira District Assembly
- Amenfi West District Assembly
- Amenfi Central District Assembly

SOCIAL PARTNERS

- Trades Union Congress of Ghana
- Ghana Employers' Association
- Ghana National Association of Teachers
- General Agricultural Workers Union of the Trades Union Congress of Ghana
- Child Labour Unit of the Labour Department
- Employment Information Branch of the Labour Department
- Cocoa Extension Service, Ghana Cocoa Board
- Directorate of Agricultural Extensions Services
- Department of Cooperatives
- National Commission for Civic Education
- Department of Cooperatives
- Department of Community Development
- National Board for Small Scale Industries (NBSSI)

CIVIL SOCIETY ORGANIZATIONS AND PRIVATE SECTOR

- Child Rights International
- Child Aid and Youth Development Network
- Global Responses Initiative
- Development Fortress Association
- Supercopy Ventures

OTHER DEVELOPMENT PARTNERS

- USDOL
- US Embassy
- UNICEF
- International Cocoa Initiative
- World Cocoa Foundation
- Mondolez CocoaLife
- World Cocoa Foundation

ANNEX 2. LIST OF PROJECT COMMUNITIES

Name of Main District During Preparatory Activities	Current Main and New Districts	District Capital	Project Communities	
Suhum Kraboa Coalar District	Suhum Municipal Assembly (Main)	Suhum	Oboadaka	Densuso
			Tei Mensah	Mamehyieso
	Ayensuano District Assembly (New)	Coaltar	Dome	Kwadwo Hum
			Sowatey	Obuoho
			Okonam/ Kwabena Kumi	Mfranta
Twifo Hemang Lower Denkyira District	Twifo Atti Mokwaa District (Main)	Praso	Kyeaboso	Hasowodze
			Nkwankyimaso	Aryehkrom (Akutuase)
			Bimpongegya	
	Twifo Hemang Lower Denkyira District (New)	Hemang	Tawiah Nkwanta	Baakonnidi
			Armakrom/ Kwamoano	Pepekrom
			Somnyamekodur	
Wassa Amenfi West District	Wassa Amenfi West District (Main)	Asankragua	Aboi Nkwanta	Aboi Fie
			Yirase	Nwansema Camp
	Amenfi Central District (New)	Manso Amenfi	Adidaase	Wassa Bekwai
			Antobam	Hiawa
			Chichiso No. 2	Obeng
Birim South District	Birim South District (unchanged)	Akim Swedru	Akosombo/ Anyinabirem	Bommoden
			Aperade Railway Station	Mensahkrom/ Achiasehene Akuraa
			Apoli Beposo	Kroboase
			Akortekrom Adinkrom/ Yeboahkrom	Nyankomase
				Oforikrom/ Aboabo

ANNEX 3. METHOD FOR COLLECTING GOOD PRACTICES AND LESSONS LEARNED

A. DEVELOPMENT OF A MATRIX FOR IDENTIFYING POTENTIALLY GOOD PRACTICES

A matrix will be developed which will bring out success stories and lessons learned from project activities. The matrix will take into account all the objectives and outputs per the project document. The matrix will be used to develop questionnaires for various stakeholders who will help the consultant to elicit potentially good practices. The following will be examined for each of the objectives:

- What was the situation before the project (backed by data)?
- What intervention was put in place?
- How was the intervention implemented and managed?
- What was the outcome (backed by data)?
- What was the benefit /result of the intervention and its outcome (backed by data)?

A potentially good practice would be identified as one which produced or could in the long term produce an identifiable positive change. Likewise, a potential lesson learnt will be drawn from activities or practices which if done differently could produce a desired change.

A matrix will then be developed for matching the potentially good practices against the criteria set in the terms of reference, i.e. innovative/creative, effective, replicable, sustainable, relevant, responsive, ethical and efficient. Potentially good practices that meet at least six criteria will be marked out as good practices.

B. INFORMATION GATHERING

Secondary data collection: Desk review

The following documents will be requested from ILO and the IAs for review:

- Project document.
- Outcome measurement framework (Indicators and definitions).
- The most recent technical progress reports of implementing agencies.
- Baseline study report.
- Evaluation reports (mid-term and end-term).
- Other activity reports e.g. Information Sharing Meeting reports.
- Videos and pictures.

The reports will be reviewed for identification of potentially good practices and lessons learned. Photographs will be reviewed to identify those with good resolution and which capture good lessons. Videos will also be reviewed to identify those which produce a good story about the CCP.

Questionnaire administration

Questionnaires will be developed for various partners from the matrix described in point A above. The questionnaires will bring out how each expected output was tackled in the project and what the results were with data where possible. Potentially good practices and lessons learned will be gleaned from the filled questionnaires to augment information gathered from the desk review.

At least one good practice and lesson learned will be identified per project objective.

Direct interactions

Key informant interviews will be used to gather relevant data and more information based on preliminary information gathered from reports and questionnaires. Interactions will take place with implementing agencies, community members, district assemblies and ILO. Relevant group discussions will also be used to gather more information about possible good practices.

C. IDENTIFICATION OF GOOD PRACTICES

The potentially good practices will be listed and matched against the good practice criteria by the consultant and her team. The initial list of good practices will then be reviewed in a meeting of the consultant and ILO-CCP staffs. Each practice which is marked a good practice will then be followed up and verified with field information.

D. FIELD VISITS

Visits will be paid to some communities where (potentially) good practices have been identified. Further information will be sought from the DAIAs, community members and the concerned District Assemblies. During these visits, interviews will be conducted with relevant institutions, groups and individuals to get the details of the good practices and lessons learned. The interviews will be video-recorded as part of the documentation process. Photographs will also be taken to support the stories in the photo album.

E. STAKEHOLDER AND REVIEW MEETINGS

There will be at least 5 review meetings between the consultant and the ILO core team to review the terms of reference, review the method for identification and documentation of good practices, identify reports and documents to be included in the desk review, plan the stakeholder meetings, agree on the field visits, agree on the format of the document and validate the report.

There will also be a two-day stakeholder meeting to validate the identified good practices and fill in any missing yet vital information. The stakeholder meeting will involve the following groups:

- ILO staffs (CCP, PPP, ECOWAS I & II)
- Upstream Implementing Agencies (NPECLC, ICI, MOE/GES, MOE/NFED)
- Direct Action Implementing Agencies (CAYDNET, GLORI, CRI and Development Fortress)
- Workers and employers' organizations (GAWU, GNAT, GEA)
- Government agencies (MoELR, MoLGRD, MoGCSP, NDPC, District Assemblies)
- Community Child Protection Committee (CCPC) representatives
- Other child labour intervention organizations (World Cocoa Foundation, Mondolez)

The objectives of this meeting will be:

(1) To present identified good practices, lessons and opportunities for discussion and input of stakeholders.

(2) To categorize identified good practices into levels, i.e. innovative practices, successfully demonstrated practices and replicated good practices.

(3) To review good practice stories and data obtained from communities, districts and partner agencies to ascertain that they tell the good practice stories well enough.

(4) To review the outlines of good practice document, photo album and storyline of video documentary.

(5) Gather additional materials including pictures, videos and good stories that need to be captured.

Much of the work will be done in groups, and a few interviews will be conducted to augment the information received from reports and filled questionnaires.

F. DRAFTING OF GOOD PRACTICES AND LESSONS LEARNED DOCUMENT, PHOTO ALBUM AND VIDEO DOCUMENTARY

Good practice and lessons learned document

Using the available information, the good practice and lessons learned document will be drafted. The outline of the document will be as follows:

- Cover page
- Table of contents
- Preface by ILO
- Acknowledgements
- Executive summary
- Chapter 1:
    - introduction
    - background to the CCP
    - documentation method and activities
    - limitations
- Chapter 2: Good practices (arranged according to levels, i.e. Level 1 [Innovative practices], Level 2 [Successfully demonstrated practices] and Level 3 [Replicated good practices])
    - case before
    - intervention
    - case after
    - matching of the good practice against the eight criteria
- Chapter 3: Lessons learned
- Chapter 4: Recommendations and conclusion
- Annexes

Each good practice will have a text box with a case study from the field to give proof of the good practice described. The case study will include appropriate data to support the practice. There will be a prose explaining the good practice under the eight given criteria. To make the document reader friendly, relevant photographs, charts and other necessary graphics will be used to describe the case.

Lessons learned will also be described using case studies, appropriate data, relevant photographs and short prose with recommendations for how the situation could be improved in future or replicated.

Photo album

The photo album with quotes and brief descriptive texts will also be drafted with the following outline:

- Cover page
- Preface by ILO (prose)
- Acknowledgements and credits (prose)
- Project design (photos)
- Project implementation (photos)
- Project management (photos)
- Monitoring and evaluation (photos)
- Appreciation (prose)

Video documentary

A video documentary will also be developed whose storyline will portray the identified good practices, lessons learned and expected future impact. Interviews might be conducted to complete the story.

The draft document as well as video and album will be reviewed by stakeholders individually. Comments and corrections will be taken into account in finalization of the documents.

G. FINALIZATION OF DOCUMENTS

The good practice and lessons learned document, photo album and video documentary will be finalized using comments by stakeholders and ILO. Soft copies of the final documents will be submitted to ILO for a final review before it is signed off on when ILO is satisfied with the final drafts. The video will be sent for mastering and reproduction. The photo document as well as the good practices and lessons learned document will be sent for printing. The final printed documents will be handed over to the ILO.

H. DISSEMINATION

The dissemination plan will be discussed with the ILO-CCP team as part of the review meetings to be held, and finalized when the final draft documents have been completed. The following activities are proposed as part of dissemination:

- Soft copies of the documents will be made available for uploading onto the ILO website and other platforms as will be agreed by the ILO.

- Copies of the printed materials will be distributed to partners. All the materials will also be packaged onto flash drives which will be distributed to partners.

- At least one public event will be organized at which the good practices and lessons learned will be disseminated to partners including Governments, funding agencies, partners in the cocoa sector, technical partners implementing projects to eliminate child labour, pressmen, and the public.

- Television airtime will be obtained through the support of the Social Mobilization Partners Committee (SOMOPAC) and the National Steering Committee on Child Labour (NSCCL) for the video to be shown to the public.

- Other events will be sought at which the good practices and lessons learned from the CCP will be discussed and/or presented in the form of posters, and where the video will be shown.

I. WORK PLAN (IDEAL CASE)

No.	Activity	When	Where	By who	With who/ reviewers
	Preparatory activities				
1	Review of the final terms of reference	Sept 30	Accra	Consultant	--
2	Draft and share with ILO-IPEC methods, work-plan and tools (questionnaire and matrix) for inputs	Sept 30	Accra	Consultant	
3	Hold a review meeting with ILO/CCP staffs on the terms of reference and entire assignment	Sept 30 – Oct 5	Accra	Consultant & ILO staff	
4	Receive, review and sign the final contract	Oct 6	Accra	Consultant	
5	Submit the final method & work plan	Oct 6	Accra	Consultant	NPO, ILO staffs
	Implementation activities				
6	Collect and review relevant documents (including project document, reports, pictures and videos) from ILO, IAs, and other partners	Oct 6-16	Accra	Consultant	Assistant
7	Administer questionnaire to partners	Oct 16-24	Accra; Suhum; Swedru; Twifo Praso; Asankragwa	Consultant	Assistant
8	Review questionnaire responses	Oct 22-28	Accra	Consultant	Assistant
9	Develop initial good practice matrix and share with ILO	Oct 30	Accra	Consultant	Assistant
10	Review the draft matrix with the ILO team	Oct 30-Nov 6	Accra	NPO	Consultant, NPO M&E, other ILO staff
11	Select the first set of photos and videos to complement the good practices so far identified; Discuss the 2-day stakeholders' meeting with ILO and plan to hold it on suitable dates between Nov 17 and 20	Nov 6	Accra	Consultant	Assistant

No.	Activity	When	Where	By who	With who/ reviewers
12	Organize field visits to selected districts/communities to document deeper good practice and lessons learned stories	Nov 7-12	Selected communities	Consultant	Assistant NPO ILO staffs
13	Draft good practice & lessons document, draft video and photo book	Nov 12-17	Accra	Consultant	Assistants
14	Submit draft documents to ILO to preview	Nov 17	Accra	Consultant	Assistant
15	Organize stakeholder meeting to review documents and make final recommendations	Nov 17-20	Accra	NPO	Consultant, NPO M&E, other ILO staff
16	Finalize the documents and submit the final versions to ILO for signing off	Nov 23	Accra	Consultant	Assistant
Post-implementation activities					
17	Submit documents to print house for typesetting and printing 150 copies, and videos for mastering	Nov 24	Accra	Consultant	Assistant
18	Submit final materials to ILO	Nov 28	Accra	Consultant	--

J. TOOLS

Three sets of tools will be used to collect the good practices. Tool 1 is a matrix which takes the objectives and outputs of the CCP and breaks them down into questions which are suitable for eliciting good practices, and also determines which of the project stakeholders could respond to the question best. It also takes into account the project design, management, monitoring and evaluation as well as the roles of stakeholders and partners. Tool 2 is a collection of questionnaires developed from the framework (Tool 1). Each questionnaire is developed specifically for a particular stakeholder or group of stakeholders, taking into account which of the project objectives the stakeholder was concerned with the most. Using the set of questionnaires that make up Tool 2, potential good practices can be obtained.

Tool 3 is a matrix which matches potential good practices with the criteria for qualifying a good practice, and then determining the level of good practice it is.

ANNEX 4. MATRIX OF GOOD PRACTICES

	Potentially good practice	Reference document	Innovation	Effectiveness	Efficiency	Relevance/ Responsive	Ethics	Sustainability/ Replicability	GP level[8]	Recommend
1	The IABA — Tackles entire geographical area	Project doc;	Tackles all forms of CL in a geographical area	Includes all forms of child labour, not only cocoa	Tackling various forms of child labour is cheaper than seeking children in sectors	For achieving overall elimination of child labour in any geographical area	As a matter of right for all children in any area in or at risk of CL	The IABA is a sustainability measure in itself	1	A full documentation of the IABA, steps involved in applying this approach
		NCCE TPR; DAIA TPRs	The IABA concept was named in this project.	Reduces hopping from one form of CL to another		Sensitization is holistic	Sensitization must affect neighbouring communities	In new and continuing projects		
2	Inclusion of Extension Agents & Licensed Buying Companies (LBCs) in Child Labour Monitoring (CLM)	CSSVD, MOFA, GAWU & COCOBOD child labour modules	Increase in number of persons performing child labour monitoring & sensitization. Training of LBCs in child labour, development of a code of conduct & employers' guide	More persons with direct farm & community contact perform child labour monitoring – increased chances of identifying a working child	EAs add CLM to their schedules – same resources are used so no extra cost	CCPCs and DCPCs can achieve a lot more with the help of EAs	All EA's – cocoa & other crops – need training in child labour monitoring in line with the IABA.	CLM becomes part of the EAs' work. CLM in agriculture continues unabated as long as EAs continue to work in Ghana. The CSSVD and MOFA were part of this project & developed their manual for training more EAs in CLM.	1	Consider EA's being more active in forming the CCPCs and playing a stronger monitoring role. Formation of farm labour groups/gangs as a cooperative to provide farm labour to group members to reduce child labour in the community

[8] Good Practice Levels: Level 1 = Innovative; Level 2 = Successfully demonstrated; Level 3 = Replicated.

Potentially good practice	Reference document	Innovation	Effectiveness	Efficiency	Relevance/ Responsive	Ethics	Sustainability/ Replicability	GP level[8]	Recommend
Capacity = competence X mass		EA's have direct contact with farmers & see the farm hands. If there are children, they will see them and intervene immediately.	Increased monitoring = increased vigilance. The Hawthorne effect – people change when being watched		EAs will help farmers to find ways of getting work done without involvement of child labour, including introduction of modern farming methods & safer tools.		Inclusion of CLM in EA training curriculum would further increase the mass of child labour monitors		Apply the child labour monitoring training tool to a wide array of partners including EA's.
		EAs performing CLM fits within the NPECLC & NPA strategy	Certification groups like UTZ which require CL-free cocoa will be assured of compliance		Filling in the gap of not having Labour Inspectors on farms		Collaboration with GAWU in establishing OSH will be an added advantage of EA inclusion		
							CEAs from other projects like Cocoa Life could receive same training & add to the CLM capacity		
A chance to test new models	TPRs	GCLMS? IABA; GNAT teacher training session; GEA protection of children against workplace abuse;	Which model worked best?	Cheaper working in the community than organizing hotel-based training. Teachers don't need to leave the children to attend training. GEA model – is it tested? Monitored?	Responds directly to the communities' need for trained teachers.	Nothing was tested that abused the community or the children. Teacher training did not obstruct school days. GEA code development did not obstruct LBCs' work.	GNAT will continue to apply its training model	1	Performing SMC and TVET trainings in the community

3

#	Potentially good practice	Reference document	Innovation	Effectiveness	Efficiency	Relevance/ Responsive	Ethics	Sustainability/ Replicability	GP level[8]	Recommend
4	Coordination A supportive team always makes things happen	Coordination matrix	Project team: CTA, NPO, M&E Officer, Finance team, Field Coordinators, Admin staffs	Sharing of ideas, plans, challenges, frustrations, budget issues, etc.	Reduces mistakes; Build long-lasting partnership/ relationship	Team work in a complex, and even a simple, project is always relevant for effect	Not leaving each IA to do the work without any effective guidance;	Get the right persons for the job: people who know & respect partners, know the (GH) terrain, who are firm and focused.	1	Team building for future ILO projects; Consider available amenities to DAIAs including internet access (lifelines, not deadlines)
		Brigitta Poulsen's report	Development of a coordination matrix	Effective communication & support of IAs – limited donor-recipient divide	Application of funds from exchange rate gains into CAP implementation	The coordination matrix was developed in response to the expressed team needs (to avoid community fatigue, share resources, complement each other)	An effective balance among fairness, firmness & friendliness	Continuous capacity development of the team, continuous communication		
		Personal testimonies[9]	Open communication links	Maintenance of relations with IAs as well as consultants; Meeting and exceeding targets[10]		The ILO team was ready to discuss & provide support upon request; Field Coordinators were always on hand		Team building exercises including conflict resolution should precede and follow through future projects		
								Future ILO teams should be built along similar structures, with more positions included as relevant		

[9] Personal interviews (one DAIA, DA, national level IA, and at least one ILO staff) will be needed to support this GP. Quotes from the interviews will be needed.
[10] Birim South: 647/625 children + 290/250 adults beneficiaries reached. 328/375 prevented from entering CL.

#	Potentially good practice	Reference document	Innovation	Effectiveness	Efficiency	Relevance/ Responsive	Ethics	Sustainability/ Replicability	GP level[8]	Recommend
5	Building knowledge resources (Research)	Education needs assessment report;	Info was generated as the project was implemented	Awarding such tasks to consultants induced concentration. Adding this to IAs' activities would have been over-tasking.	Once budgeted, the research did not overshoot the budget and did not affect time lines of activities.	Research unearths unforeseen challenges & opportunities that should be tackled to meet targets	A baseline should always be done. In situ research should provide further info & not substitute a baseline or endline	Plan & budget for in situ research in developing a project proposal	1	Publication of all research reports online.
	Research guides relevance of interventions	Enhancing cocoa productivity report	Research generated new information to guide the project & to plan new interventions in future			Research should respond to observations, IA reports, monitoring, expressed challenges that had not previously appeared	Research contracts were awarded in an open contest; No interruption of community work.	Generate research through monitoring and from reports		
		Needs assessment of cocoa & agriculture extension services	Emerging issues were identified			KABP is a key in situ research that should be planned for	ILO retains copyright but does acknowledge the consultants and researchers	There have been several knowledge resources that the project has developed and shared with its partners. Many have been useful for purposes of the project and beyond.		

Potentially good practice	Reference document	Innovation	Effectiveness	Efficiency	Relevance/ Responsive	Ethics	Sustainability/ Replicability	GP level[8]	Recommend
6 Regular monitoring and evaluation: Check whether you are headed where you intended	ISSER baseline	IA peer monitoring due to links among their work	Partners point out to each other what is going well/not well & correct each other	Planned, budgeted monitoring is cost effective and prevents avoidable loss of time, funds and focus	To note when changes are required in schedule, place, budget, activity, staffing, etc.; Provision of rapid feedback	Monitoring should be facilitative, supportive & participatory, not witch-hunting or fault finding	Maintaining the M&E position for future projects	2	Formal M&E training for all partners in future projects so that M&E part of the AP becomes better informed
	PIR report	Creation of ILO M&E officer and Field Coordinator positions	ILO Field/ District coordinators' role: supportive monitoring	Coordinators live in the district to make travels efficient, regular, cost effective.	To prevent avoidable losses & focus on meeting targets to the extent possible	Monitoring along the project corrects mistakes – don't wait for lives to be jeopardized before correction	Using a standard monitoring frame for other ILO projects (CMES?)		All project partners need M&E staffs (NSPs, volunteers, regular staffs or consultants)
	End line report	Comprehensive Monitoring and Evaluation System (CMES)	Formalized, institutionalize, regular monitoring, not ad hoc		Should be regular and involve project teams – participatory monitoring		Supporting CCPCs and DCPCs with a motivator (what would be an acceptable motivator?)		Impact monitoring should be done after 6 months, 1 year and then 2 years after exit.
	Budget review				M&E info responds to changes esp. delays, funds, focus, unforeseen changes (e.g. new districts)		Increase the visibility of DCPCs by resourcing them		Support the GCLMS and make it work

	Potentially good practice	Reference document	Innovation	Effectiveness	Efficiency	Relevance/ Responsive	Ethics	Sustainability/ Replicability	GP level[8]	Recommend
7	Work with others If you want to go far, go with others	Project doc	Selection of district & national partners; Capacity building of partners before start of project implementation	We all take interest & responsibility – it is OUR project	Collection of skills, knowledge, interests and resources	Partners bring competencies including their knowledge of the terrain, language, attitudes, problems, etc.	Respect for partners, not hiding budget & info from them, trust, facilitative supervision	Should be planned and budgeted, dwelling more on the effect of partnership than cost of it.	2	Partner agencies must ensure internal efficiency & continue to develop capacity
		Partnership matrix	Consistent capacity development;	Partners added their own resources to the project	Brings variety, cross-fertilization & increased capacity	Rapid response to community / district needs, questions, etc.		Capacity development of partners means they could be part of future ILO projects		Each partner must mainstream CL into its own work
		IA TPRs	Involvement of partners in meetings, research dissemination, monitoring, etc.	Mainstreaming of CL & IABA into partners' projects/ programs	Child monitoring of other children	Field Coordinators provide ready ILO presence and support to DAIAs		Refer the MARS iMPACT – partners bring different competencies		Funds need to go to the DA agencies to perform monitoring and supervision
			Open vertical & horizontal communication channels	Child participation						
8	CAP development & implementation Put the community in the lead of its development – it's their own	Project doc; ICI APSO; ILO July 2013 report	ICI has already used the CAP approach for 10 years. For this project, a new shorter scheme of work was developed	Allowed communities to think deep into their own future Helped communities to do their own planning	Communities doing their own plan in and for their own community – no planning consultant	Recommended by the NDPC as a development planning tool	Does not involve any abuse of rights but rather upholds the rights and needs of the community	The approach involves capacity building of community members to lead future CAP development. Once developed, CAP review keeps the CAP alive	2	CAP reviews & assessment must be supported & monitored in future – by DA, ICI and other projects

#	Potentially good practice	Reference document	Innovation	Effectiveness	Efficiency	Relevance/ Responsive	Ethics	Sustainability/ Replicability	GP level[8]	Recommend
			Signing of memo of commitment between community & DA. Grand launch & exhibition of CAPs in the district	Several projects resulted including infrastructure & income generating ventures	CAP as an advocacy & development tool	CAP: A plan of the community for the community by the community. Provision of funds for CAP implementation (which was not originally provided for)	Induces ownership – the community isn't told what to do.	Sustainable if they saw the effectiveness of the CAP. Integration of CAPs into MTDPs		
						Responds to the expressed needs of the community.		CAP has been used in several communities and worked. This shorter approach shows CAP can be done faster		
								Insufficient implementation time: will communities see CAP usefulness & continue to use it?		
9	Meeting direct community/ individual needs encourages change.

Attitudes change faster when there is visible hope | DAIA TPRs;

CAPs;

Education needs assessment report | Provision of "withdrawn" kids with school materials. Provision of infrastructural needs (boreholes, school buildings, furniture, etc,) within project as part of CAP implementation. Livelihood training & start-up capital | Key barriers to accessing school are directly removed. Children can now attend school & be part of other children. | This is quicker than influencing policy, but also contributes to developing a system that could be replicated. | Extremely relevant – how can a child attend school comfortably without a uniform, books and a pencil? And Why would a hungry family enrol their hungry child in school? | This shows that the human needs are recognized, that the project really came to help and not to experiment with people's lives | WATSAN committees to oversee repair of wells; CCPC & SMC to supervise children's schooling; Livelihood activities to sustain family income to continue to provide children's needs | 2 | Identify gaps in national policies & practices that lead to these needs and tackle them head-on. Feed lessons into national social protection strategy. Make selection criteria of beneficiaries clearer to reduce rancour. |

Potentially good practice	Reference document	Innovation	Effectiveness	Efficiency	Relevance/ Responsive	Ethics	Sustainability/ Replicability	GP level[8]	Recommend
		Tools for TVET/ apprenticeship for older children	Increased confidence that the project came to help[11]	Cost of items anticipated and paid for according to budget.	Direct needs are met. Some barriers to children's school attendance are removed directly.		Performing a good baseline study plus good community interaction will bring out the direct needs that if not met will not encourage change.		Follow up on impact of livelihoods and IGAs. Create a revolving fund for livelihood groups
		Project flexibility in meeting emerging needs?							
10 Aligning with national policies and programs/ Working within existing child labour elimination systems (NSCCL, DCPC, CCPC)	Project doc; GSGDA doc; NPA; NSP Strategy; NPECLC doc; NDPC guidelines	Fitting all APs to national policies and programs	The project contributed to national development, and did not go in a different direction.	Project resources were augmented with statutory resources from DAs, MPs, ministry of employment	The project's relevance derived from working within the national frameworks	The project adhered to national plans, programs and framework – no deviation from what the state desires	This was intended as a sustainability measure – national agencies and partners including DAs can sustain the positive practices	2	Research on how CCP outcomes contribute to achieving national objectives
	f-CUBE doc	NSCCL involvement in planning & monitoring (putting the NSCCL in its true profile)	Government support was facilitated	No new parallel systems were created. The CCP did not review the membership of the NSCCL or existing DCPC.	Creating a new NSCCL, DCPC and CCPC where these already existed would be a waste of resources.	These systems already had the mandate for their work.	Existing structures are expected to continue in their own roles with more experience from CCP		The NSCCL needs support to be stronger in its advocacy role. Provide stronger legitimacy to DCPCs & CCPCs.
	DAIA TPRs; IA TPRs; APs;	Supporting CCPCs with bicycles	CCPCs supported identification of beneficiary children even though GCLMS application was itself slow		It would also have introduced conflict (experience from previous projects where two CCPCs existed at a point in a community)		NSCCL & DCPCs must advise & monitor all incoming child labour projects to ensure they fall within Ghana's plans		

[11] I'd love to interview "Obi nnim a obi kyerε" of Kwabena Kumi / Okonam, Suhum District, for his feedback – he initially said this was a deceptive project like others.

#	Potentially good practice	Reference document	Innovation	Effectiveness	Efficiency	Relevance/ Responsive	Ethics	Sustainability/ Replicability	GP level[8]	Recommend
11	The ILO continuum of work	Project doc	CCP was a follow on from TBP, ECOWAS I, ECOWAS II	As part of the ILO-IPEC's core mandate and work in GH (& Cote d'Ivoire)	Existing knowledge and materials were applied.	Building on ILO's experience in consistency.	In communities where work has already gone on, experience was built on.	Building on what has already been achieved.	2	Will the sequel to the CCP be consistent with previous projects?
	Add on to what has worked	interviews with Alex Soho, Stephen McClelland	Fulfilling the H/E protocol	Building on ILO's experience and previous work						
12	Development of manuals and materials/ Active documentation	GAWU OSH manual; GEA Code of Conduct for LBCs.	Developed by & for individual agencies as part of the project, not only for ILO (?)	Approaches used are documented for future replication.	Lessons are well kept for the future – no need to reinvent the wheel every new project	Production of new materials increases knowledge	Document so you can share – don't keep the lamp under your bed.	The manuals have been disseminated for use by others. The documentation skill is built. More documentation should be expected of IAs.	3	Storage of materials in cyberspace – training of partners may be required
	Write it down so someone can run with it	CSSVD, MOFA & COCOBOD child labour modules	Video and photo documentation of all meetings & major activities including monitoring	Added to the library of available materials for elimination of child labour & community development projects						
		Labour inspectors manual								
		CAP development manual?								

#	Potentially good practice	Reference document	Innovation	Effectiveness	Efficiency	Relevance/ Responsive	Ethics	Sustainability/ Replicability	GP level[8]	Recommend
13	A multi-media approach effects awareness	ISSER baseline KABP NCCE TPR ICI TPR	Use of several media at a time: radio, drama, poetry, info vans, gong-gong, durbars	You hear about CL from one source or another	Local methods cost little in terms of money	Awareness raising & knowledge which brings change. Achieved through use of appropriate channels.	All media used are ethical and acceptable.	Media are present everywhere, esp. traditional low-cost forms	3	
		DAIA reports	Use of Cocoa Link; WDACL; CL movie	Sensitivity towards CL & attitudinal change was achieved.	Materials exist already that were used.	Repeated messaging brings faster, reinforced change.	Information is consistent. People did not become confused.	Will communities continue to use plays, durbars, etc. to discuss CL?		
		GAWU TPR	SCREAM & Agriculture clubs			Responds to the need for information – see KABP baseline		Momentum of communication needs to be upheld		
						Developing new materials is also relevant				
14	Mainstreaming of CL	Project document;	State, quasi-state agencies involved in the project within their mandates & expertise (NCCE, CLU, NDPC, COCOBOD, TUC, GEA, etc.)	Pooling of experiences from both government & NGOs; GEA Code of Conduct;	Role of the GCLMS –			Agencies have increased their experience in mainstreaming CL into their work and can therefore sustain their role in eliminating CL	3	Watch out for agencies with a mandate, inadequate experience with CL and no resources
	Everyone should get involved in eliminating CL	List of project agencies								

Potentially good practice	Reference document	Innovation	Effectiveness	Efficiency	Relevance/ Responsive	Ethics	Sustainability/ Replicability	GP level[8]	Recommend
	GEA & LBCs' Code of Conduct	District based NGOs who can carry on projects	A bit challenging with state agencies with limited NGO-style project management experience (timing, reporting, delivery) & resources – the project was helpful in building this experience	Mainstreaming CLM into DA, GES, GHS, GSS[12] processes and other areas.	The NPA calls for mainstreaming elimination of CL into the work of identified agencies and institutions	No institution or agency needs to change its core work; they just add CL to their existing interventions	Do the agencies all have the resources to mainstream CL activities to their work? NOTE: Child Labour Desk Officers are good but need to be constantly trained and have a high profile.		Deepening of the NPA, active involvement of all listed agencies in the NPA, M&E (with clear indicators) of who is mainstreaming CL into work
				Durbars are used to announce the new rules. They are organized within & outside projects.	Linking CL to communal norms – it is not a foreign concept. Local proverbs support the community rules.		Community rules enacted by traditional leaders come to immediate effect when the town-crier announces them. The rules are respected and obeyed.		
					Community rules and regulations are always important to keep community members in line.		Community rules will continue to be used for years. Other communities can develop their own rules once sensitized.		

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12 Child labor is captured in the GLSS-6 – a sign of mainstreaming into national surveys. G-CLMS will augment survey information if it works well.

Potentially good practice	Reference document	Innovation	Effectiveness	Efficiency	Relevance/ Responsive	Ethics	Sustainability/ Replicability	GP level[8]	Recommend
Meeting indirect long-term individual & communal needs	Project doc; DAIA TPRs; IA TPRs	Livelihood training for beneficiary communities	Long term economic stability. Provide extra funds for maintaining the children.	Cost of training? Tools? Capital?	Meeting indirect needs is a sustainability measure.	Meeting present needs e.g. withdrawal of children from labour alone will not work unless the family & communal factors contributing to CL are tackled.	Yet to be seen – too early to tell.	3	Continue to monitor and support IGAs,, performance of children & teacher
		Cooperative formation, business registration, provision of start-up tools and materials	Improved education of children		Communities were allowed to select their own livelihood ventures based on relevance, availability of materials and market availability.		Intended to sustain the family for a long time & provide money to cater for children & prevent falling into CL.		
		Infrastructure (boreholes, sanitary facilities, school buildings) for improved education					Easy to replicate. Perform a needs assessment to determine viable ventures.		
		GNAT teacher training model							
Supportive supervision & coordination		TPRs; Coordination framework	ILO offices at the district level to facilitate design, delivery, M&E. Facilitating dialogue with local authorities, community members and IAs	Communities, DAs and IAs received support whenever they needed it; not always what they wanted but still received appropriate support.	Reduced travel cost to the project districts in times of urgent need for backup. DA support to field coordinators	To the needs of the DA, DAIA and communities as well as the ILO officers at national level		3	Maintain the offices created in the districts. Maintain field coordinator position for future project

Potentially good practice	Reference document	Innovation	Effectiveness	Efficiency	Relevance/ Responsive	Ethics	Sustainability/ Replicability	GP level[8]	Recommend
			Information sharing meetings at the district level?		Regular monitoring	Field coordinators see & understand the direct needs of DAs, NGOs and communities. Supportive reporting to respond to challenges.		DA's should maintain info sharing meetings among NGOs working in the district to gain collaboration, coordination and sharing of resources.	
Trafficking should be tackled immediately (MOVE TO LLs)									