

Final Performance Evaluation

Child Labor Improvements in Bangladesh (CLIMB) Project

United States Department of Labor

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PROJECT

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Final Performance Evaluation of *Child Labor Improvements in Bangladesh (CLIMB)* Project
Final Draft Report

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This report presents the findings of the final evaluation of the *Child Labor Improvements in Bangladesh (CLIMB)* Project. IMPAQ International, LLC (IMPAQ) conducted remote fieldwork for this independent evaluation from March 28 to April 12, 2021 in collaboration with the project team and stakeholders and prepared the evaluation report according to the terms specified in its contract with the United States Department of Labor. IMPAQ would like to express sincere thanks to all of the parties involved for their support and valuable contributions.

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TABLE OF CONTENTS

| | |
|--|-------------|
| Acknowledgments | ii |
| Table of Contents | iii |
| Table of Exhibits | v |
| List of Acronyms | vi |
| Executive Summary | viii |
| Introduction | 13 |
| 1. Project Context and Description | 14 |
| 1.1 Project Context | 14 |
| 1.2 Project Description | 14 |
| 2. Evaluation Objectives and Methodology | 17 |
| 2.1 Purpose | 17 |
| 2.2 Scope | 17 |
| 2.3 Audience | 17 |
| 2.4 Methodology | 17 |
| 2.4.1 Evaluation Questions | 17 |
| 2.4.2 Evaluation Team..... | 19 |
| 2.4.3 Evaluation Approach..... | 19 |
| 2.4.4 Evaluation Schedule | 19 |
| 2.4.5 Data Collection | 19 |
| 2.4.6 Data Analysis..... | 21 |
| 2.4.7 Limitations | 22 |
| 3. Findings | 24 |
| 3.1 Relevance and Coherence of Project Design | 24 |
| 3.1.1 Appropriateness of the Project Design..... | 24 |
| 3.1.2 Relevance in View of the Country Context and the Needs of the Project Participants | 26 |
| 3.1.3 Coordination and Connectedness..... | 27 |
| 3.2 Effectiveness, Efficiency, and Perceived Impact | 27 |
| 3.2.1 Effectiveness | 27 |
| 3.2.2 Perceived Impact..... | 51 |
| 3.2.3 Efficiency | 52 |
| 3.3 Sustainability | 56 |
| 3.3.1 Likelihood of Continuity..... | 56 |

| | | |
|-----------|--|-----------|
| 3.3.2 | Prospect of National Stakeholders Ensuring the Continuity of the Activities and Changes Implemented by the Project | 57 |
| 3.3.3 | National Ownership..... | 57 |
| 3.3.4 | Sustainability Achievement Rating by Outcome | 58 |
| 4. | Lessons Learned and Promising Practices | 60 |
| 4.1 | Lessons Learned | 60 |
| 4.2 | Promising Practices | 60 |
| 5. | Conclusions and Recommendations..... | 62 |
| 5.1 | Conclusions | 62 |
| 5.1.1 | Relevance and Coherence of Project Design..... | 62 |
| 5.1.2 | Effectiveness | 62 |
| 5.1.3 | Perceived Impact | 63 |
| 5.1.4 | Efficiency | 63 |
| 5.1.5 | Sustainability..... | 64 |
| 5.2 | Recommendations..... | 64 |
| | Appendix A: List of Documents Reviewed..... | 67 |
| | Appendix B: Schedule of Meetings | 69 |
| | Appendix C: KII and FGD Guides..... | 70 |
| | Appendix D: Terms of Reference..... | 73 |
| | Appendix E: CLIMB Outcomes and Activities Table | 74 |
| | Appendix F: Analysis of Project Performance and Sustainability..... | 78 |

TABLE OF EXHIBITS

| | |
|---|----|
| Exhibit 1. CLIMB Geographic Focus | 16 |
| Exhibit 2. Evaluation Questions and Data Sources | 18 |
| Exhibit 3. Participants in KIIs..... | 20 |
| Exhibit 4. Participants in FGDs..... | 20 |
| Exhibit 5. Documents Reviewed by Category..... | 21 |
| Exhibit 6. Summarized ToC..... | 13 |
| Exhibit 7. Project-level Objective and Outcomes Indicator Achievement Rates | 17 |
| Exhibit 8. Performance Ratings by Project Outcome r..... | 18 |
| Exhibit 9. Outcome 1 indicator baseline values, targets/actuals and achievement rates..... | 20 |
| Exhibit 10. Benchmarks Reached on Tailored Capacity Development Plan for the CLIMB Research Partner | 22 |
| Exhibit 11. Outcome 2 indicator baseline values, targets/actuals and achievement rates..... | 24 |
| Exhibit 12. Partner CSOs Capacity Building Benchmarks | 26 |
| Exhibit 13. Outcome 3 indicator baseline values, targets/actuals and achievement rates..... | 30 |
| Exhibit 14. Grievance Resolutions by Type | 31 |
| Exhibit 15. Number of Individuals Referred to Support Services | 32 |
| Exhibit 16. Pre and Post Capacity Assessment Scores..... | 35 |
| Exhibit 17. CLIMB’s Budget and Expenditures (USD) May 2021 | 40 |
| Exhibit 18. Expenditures by Outcome (USD) May 2021Pre and Post Capacity Assessment Scores | 42 |
| Exhibit 19. Number of Activities Implemented by Implementing Partners | 43 |
| Exhibit 20. Number of CSOs & Other Stakeholders Participants in CLIMB Project..... | 44 |
| Exhibit 21. Project Performance Rating Scale | 89 |
| Exhibit 22. Sustainability Rating Scale | 90 |

LIST OF ACRONYMS

| | |
|---------|--|
| BCC | Behavior Change Communication |
| BCCP | Bangladesh Center for Communication Program |
| CLIMB | Child Labor Improvements in Bangladesh |
| CL | Child Labor |
| CLU | Child Labor Unit (Bangladesh) |
| CMEP | Comprehensive Monitoring and Evaluation Plan |
| CTCA | CSO Technical Capacity Assessment |
| CTIP | Countering Trafficking in Persons |
| CSO | Civil Society Organization |
| DCLMC | District Child Labor Monitoring Committee |
| DFS | Dried Fish Sector |
| DIFE | Department of Inspection for Factories and Establishments |
| FCL | Forced Child Labor |
| FOA | Funding Opportunity Announcement |
| GoB | Government of Bangladesh |
| HO | Home Office |
| ILAB | Bureau of International Labor Affairs |
| INCIDIN | Integrated Community and Industrial Development Initiative |
| M&E | Monitoring and Evaluation |
| MIS | Management Information System |
| MoLE | Ministry of Labor and Employment (Bangladesh) |
| MoSW | Ministry of Social Welfare |
| MoWCA | Ministry of Women and Children Affairs |
| NCLWC | National Child Labour Welfare Council |
| NGOAB | NGO Affairs Bureau of the Government of Bangladesh |
| NGOs | Non-Governmental Organizations |
| NCLEP | National Child Labor Elimination Policy (Bangladesh) |
| NCWLC | National Child Labor Welfare Labor Council |
| NPA | National Plan of Action |
| OCFT | Office of Child Labor, Forced Labor and Human Trafficking |
| PMP | Performance Monitoring Plan |
| PSA | Pre-Situational Analysis |
| RPCA | Research Capacity and Performance Assessment |

| | |
|--------|---|
| RF | Results Framework |
| SDGs | Sustainable Development Goals |
| SOW | Scopes of Work |
| ToC | Theory of Change |
| ToR | Terms of Reference |
| TPR | Technical Progress Report |
| UC | University of Chittagong |
| UC-DoE | University of Chittagong, Department of Economics |
| UCLMC | Upazila Child Labor Monitoring Committee |
| UCW | Understanding Children's Work |
| USDOL | United States Department of Labor |
| UWCC | Unacceptable Working Conditions for Children |
| WFCL | Worst Forms of Child Labor |
| YPSA | Young Power in Social Action |

EXECUTIVE SUMMARY

Project Description

In December 2017, the United States Department of Labor's (USDOL) Bureau of International Labor Affairs' (ILAB) Office of Child Labor, Forced Labor, and Trafficking (OCFT) awarded Winrock International (Winrock) a cooperative agreement for USD 2,250,000¹ to implement the three-year USDOL-funded Child Labor Improvements in Bangladesh (CLIMB) project, which was implemented from December 2017 to May 2021.

The CLIMB project fills a gap in the existing framework by building the capacity of civil society organizations (CSOs) to detect and combat child labor (CL) in southeast Bangladesh's dried fish sector (DFS) more effectively. Specifically, the project's objective was to improve CSOs' awareness of CL in southeast Bangladesh's DFS, focus efforts by CSOs and the government to identify and address CL and the vulnerability of communities and households, and to promote acceptable work conditions. Additionally, the project collaborated with local research institutions to produce independent research on the working conditions within the sector so that CSO stakeholders can utilize high-quality information to lobby government agencies, employers, and other relevant stakeholders to enforce existing policies on CL. The project was originally slated to end in February 2021 but received a three-month costed extension, moving its end date to the end of May 2021.

Evaluation Approach

For USDOL, Winrock, and other key stakeholders, IMPAQ evaluated the project's performance at the end of the project's implementation. In conducting the evaluation, IMPAQ (1) assessed if the project achieved its objectives, identified the challenges, and analyzed the driving factors for these challenges; (2) assessed the intended and unintended effects of the project; (3) identified conclusions, lessons learned, emerging practices, and recommendations that can be applied to current or future projects in Bangladesh and to projects designed under similar conditions or target sectors; and, (4) assessed which outcomes or outputs can be deemed sustainable.

In this report, IMPAQ provides the findings of the final performance evaluation of the CLIMB project, provides evidence to inform decision-making and understand lessons learned, and provides recommendations for future projects. The evaluation team used a mixed methods evaluation approach, conducting 23 semi-structured interviews and six focus groups discussions during March and April 2021. The team complemented these findings with a document review, including project monitoring data, budget allocations and expenditures, as well as indicator target achievements, to address the evaluation questions identified in the Terms of Reference (TOR).

Main Findings and Conclusions

Relevance and Coherence of Project Design

The IMPAQ evaluation team found that the CLIMB project's design and approach proved relevant to tackle the challenges in the fight against CL in the DFS in Bangladesh.

The project design was based on a thorough problem analysis, a sound Theory of Change, a solid internal logic, and a robust Results Framework. In addition, the CLIMB project is aligned with the *National Child Labour Elimination Policy* (NCEP), as well as with the *Child Labour National Plan of Action* (NPA). The fight against CL is a priority for the Government of Bangladesh (GoB)

¹ The original award was \$2,000,000, which later expanded to \$2,250,000 by a three-month costed extension.

which has committed to eliminate it by 2025 as per Bangladesh's commitment to attaining Sustainable Development Goals (SDGs).

The project was very pertinent throughout its implementation and will continue to be relevant in the immediate future. In interviews, the national stakeholders and the beneficiaries unanimously asked for further support to consolidate and build upon the project's achievements.

Effectiveness

The project improved the capacity of CSOs to understand and address CL and forced child labor (FCL) and promote acceptable conditions of work for children in the DFS in southeast Bangladesh.

CLIMB significantly expanded the capacity of local academics to conduct high quality research on CL, FCL, and unacceptable working conditions for children. Also, the project increased the capacity of CSOs to raise the commitment of local actors to support action against CL/FCL through multiple activities.

Additionally, the project increased CSOs' capacities to advocate effectively to eliminate CL/FCL in DFS and to implement initiatives to address CL. CLIMB also provided vulnerable families with critical assistance, including grievance mechanisms, access to government services, livelihood services, and emergency support to the DFS communities during the COVID-19 pandemic.

Efficiency

The evaluation team concluded that CLIMB used financial, material, and human resources efficiently to conduct the range of interventions, including knowledge generation, capacity building, policy development, support to CL families, and COVID-19 emergency relief, in consideration of the number and the quality of the products generated, the indicators' achievement rates, and the number of stakeholders involved. The evaluation team determined that the relationship between the financial resources invested and the results obtained are logical and satisfactory.

Impact (Perceived)

The evaluation team did not find any evidence of unintended negative effects generated by the project. On the contrary, the team learned through document review and testimonies collected from stakeholders that the project produced the following noteworthy results: (i) CLIMB positioned CL in the DFS in the social and political agendas; (ii) different institutions and organizations now have interconnected discourse and actions; (iii) the CLIMB project and its partners achieved the inclusion of DFS in the Bangladesh list of the worst forms of child labor, "Hazardous List,;" (iv) Winrock and its partners gained an advantage in terms of being able to influence national policies and decision-making processes through the NAP II formulation and implementation process; and, (v) the livelihood component has the potential to provide families with much needed additional household income.

Sustainability

Overall, the project established a foundation for sustainability by (1) improving the capacity of CSOs to identify and document information on the nature and scope of CL, FCL, and unacceptable conditions of work for children in the DFS; (2) raising awareness and advocating for the protection of children from CL, FCL, and/or unacceptable conditions of work in DFS; and (3) implementing initiatives to address CL, FCL, and/or unacceptable conditions of work for children in DFS. However, increasing the awareness of the negative effects of CL demands a big cultural paradigm shift that has not yet been consolidated and will need further support.

While the project did not have a mandate to engage the GoB to fight CL broadly, there was recognition by CLIMB that to support sustainability the GoB would need to be further engaged and thus CLIMB's advocacy work expanded beyond its mandate. GoB has an essential role in tackling CL and more specifically CL in the DFS. The GoB likely will remain dedicated to fight CL from a policy perspective. However, it is unclear what commitments the GoB will make in terms of resources to ensure that policies and legislation are further developed and enacted. Future programming should include a focus on strengthening the capacity of government officials along with CSOs to work towards more sustainable outcomes.

Additionally, the project can be sustained by building on past and on-going Winrock experiences and resources and collaborating and coordinating with a wide range of partners and stakeholders. The project's progress in inter-institutional cooperation resulted from increasing awareness, capacities, and commitment of national/local actors. This should be strengthened further, and risks being diluted if the future initiatives do not further encourage them.

Key national and local stakeholders endorsed the project. National and local ownership and cooperation should be strengthened to ensure that they are not diluted if Winrock/CLIMB does not continue encouraging them in the near future. Ultimately, further external technical and financial support are necessary to consolidate the project's achievements and to strengthen their sustainability.

Lessons Learned

1. *Awareness raising, advocacy, capacity building, and IGAs are necessary, but not sufficient to eliminate CL in the DFS communities.* The availability of educational services (primary education, non-formal education, and skills training for older children) is essential to achieve this goal. Further, in the long term, these families need job opportunities and decent work.
2. *Long-term processes.* Projects that intend to increase capacity in order to advocate for better policies, increase services to address CL/FCL, and enforce appropriate laws, and promote acceptable working conditions for children, require medium and long-term processes. Thus, the issues addressed by CLIMB will require an extended period of time to achieve, consolidate, and evaluate results.

Promising practices

1. *The "ripple effect" worked.* This effect resulted from the complementary actions of different initiatives that focused specifically on certain aspects of CL, and the project's focus on more than just the immediate root causes of CL, and emphasis on working at different levels of policy and institutional capacities and in mobilizing the community.
2. *Enabling environment.* Certain circumstances proved decisive for creating an enabling environment for the swift implementation of "CLIMB-type projects" and/or for generating "ripple effects." These were favorable in Bangladesh and CLIMB was able to take advantage of and maximize them.
3. *Participatory approaches.* CLIMB worked with three main partners associated with each outcome. In turn, these partners collaborated with a subset of CSO's to carry out activities to build capacity through learning by doing. Each of them fully participated in identifying their own capacity needs to achieve capacity development outcomes, which, in turn, generated ownership of project interventions. The provision of needs-based training, coaching, and mentoring, along with facilitation and synchronization of the work of all five implementing partners, were instrumental to the project's successes.
4. *Support existing program initiatives.* CLIMB supported or facilitated the performance of existing program initiatives carried out by different institutions, partners, and stakeholders, rather than assigning new roles to them. The project correctly assessed the work that these

agents were already carrying out, respected their missions and visions, and used both to further strengthen the project's achievements.

5. *Capacity strengthening was embedded throughout all CLIMB activities.* Winrock strategically selected and cultivated relationships among the implementing partners. In turn, each partner committed to partnering, learning-by-doing, adapting, and sharing experiences in real time as they set about completing their Scopes of Work (SoW) for sub-awards to reduce CL.
6. *Learning by doing and peer-to-peer training approaches.* The project's overarching strategy of creating opportunities for its partners to learn-by-doing and from one another, led to greater and more sustained outcomes. The benefits provided to the implementing partners contributed to the "ripple effect" and flowed down to the CSOs they worked with in the local and national advocacy networks, National Child Labour Welfare Council (NCLWC), District Child Labor Monitoring Committee (DCLMC), Upazila Child Labor Monitoring Committee (UCLMC), information service center, and journalist networks, etc.
7. *Contributions to the NPA and the list of hazardous occupations for children.* CLIMB supported the revision process of the National Plan of Action (NPA) to Eliminate Child Labor (2021-2025). Also, the project was able to justify the inclusion of the DFS in the list of hazardous occupations for children. As a result of these efforts, GoB revised the NPA and included the DFS in the list of hazardous occupations for children.

Recommendations

The following recommendations are directed to USDOL and future implementers of similar initiatives to strengthen the long-term sustainability of the outcomes in similar contexts in the future, and to improve future programming of CL projects.

Addressed to Winrock/the implementing partners/future implementers, CLIMB stakeholders, and USDOL

Systematize and disseminate knowledge. To the extent possible, the project team/Winrock should systematize the knowledge generated, as well as the lessons learned, and good practices produced in the different processes implemented. The project team/Winrock should disseminate such knowledge in Bangladesh, as well as in other countries and/or regions in which Winrock implements CL interventions.

Continue to support the livelihood component. In the short term, and to enhance their sustainability future implementers of similar initiatives and the relevant implementing partners should map the situations of the different IGAs supported by the project, their current statuses, and their short and medium-term follow-up needs. In the mid-term, implementing partners should continue to support the IGA beneficiaries.

Addressed to the implementing partners/future implementers, CSOs, GoB authorities at the central and local levels, and USDOL

Promote access to education. CLIMB project partners, CSOs, and future implementers of similar initiatives together with the education and other relevant authorities at the national and departmental/local levels, should formulate a plan that enables mainstreaming child laborers into education services.

Further promote gender mainstreaming and women's empowerment. Given that 72 percent of the workers in the DFS are women, reinforcing women's empowerment programming (e.g., that women should not be discriminated against in the workforce) is crucial to fight CL in the DFS. Future implementers should integrate approaches to improve women's social, economic and political status; include women in decision-making processes; promote behavioral changes among men and women; and challenge certain social patterns. USDOL should further promote gender mainstreaming and women's empowerment into the design of future programming

focused on CL and work with implementing partners to ensure designs incorporate gender considerations.

Addressed to the implementing partners/future implementers, and USDOL

Quantify the project's impact in reducing CL and increasing children's school attendance.

As indicated in this report, some stakeholders reported a steep decline of CL in the DFS and that former DFS child workers' attendance at school increased as a result of the CLIMB project. However, the evaluator could not validate this report. CLIMB implementing partners and/or future implementers of similar initiatives should quantify the project's impact on reducing CL and increasing children's school attendance. Although these results were not included in the project's design, when looking at eventual future interventions, it would be important to corroborate whether CLIMB's research, awareness rising, capacity building, advocacy, and livelihoods support resulted in reducing CL and/or increasing children's school attendance.

Identify windows of opportunity and continuity openings. The CLIMB stakeholders, the implementing partners and/or future implementers of similar initiatives should identify windows of opportunity and continuity openings that were opened/generated from CLIMB's implementation. Some examples could be the following: further awareness raising; advocacy and capacity building; gender mainstreaming; support to the NAP formulation and implementation; support to CLMCs; consolidation of IGAs; educational opportunities for children at work; or, extension to other DFS communities.

Addressed to implementing partners/future implementers, GoB, and USDOL

Maintain support to DFS communities. By further developing the project's interventions (e.g., awareness rising; capacity building; advocacy, policy, and institutional development; support to CL Committees; referral services; income generating activities) future implementers of similar initiatives can sustain the results achieved and will reduce CL and FCL, and further promote acceptable working conditions for children in the DFS in southeast Bangladesh in the long term. With continuing support, future implementers could scale-up the interventions to reach a larger number of CLs and extend the activities to additional communities needing assistance.

Addressed to the Implementing partners/future implementers, CSOs, GOB, and USDOL

Continue to strengthen social protection schemes in a post-pandemic scenario. CLIMB implementing partners, CSOs, future implementers of similar initiatives USDOL and the GoB should continue to provide assistance to DFS communities to extend social protection to counter the ongoing effects of the crisis.

Addressed to USDOL, and other Grantees

Reinforce Completion of pre-situational Analysis before full project implementation begins.

By the time CLIMB's PSA was completed, the project implementation had already started, and the PSA's content was no longer useful in improving the project design. In order to help find solutions with a better long-term outcome for the project stakeholders and beneficiaries, it would have been important that Winrock in coordination with ILAB ensured timely completion of PSA. Although USDOL no longer requires PSA as a formal deliverable for each project, it is important that USDOL funded-projects carry out adequate assessments of their implementation contexts and conditions as they finalize the design of the project activities and proceed to implement the project.

INTRODUCTION

The Office of Child Labor, Forced Labor, and Human Trafficking (OCFT) is an office within the Bureau of International Labor Affairs (ILAB), an agency of the U.S. Department of Labor (DOL). ILAB's mission is to promote a fair global playing field for workers in the United States and around the world by enforcing trade commitments, strengthening labor standards, and combating international child labor (CL), forced labor (FL), and human trafficking.

OCFT works to combat CL, FL, and human trafficking around the world through international research, policy engagement, technical cooperation, and awareness-raising. Since OCFT's technical cooperation program began in 1995, the U.S. Congress has appropriated funds annually to DOL for efforts to combat exploitive child labor internationally. This funding has been used to support technical cooperation projects in more than 90 countries around the world. Technical cooperation projects funded by DOL support sustained efforts that address CL and FCL's underlying causes, including poverty and lack of access to education. OCFT is a leader in research on the nature and prevalence of CL as well as the efforts of foreign governments to address this problem. OCFT designed this project, relying on findings from various sources, including [Findings on the Worst Forms of Child Labor](#), and [List of Goods Produced by Child Labor or Forced Labor](#), focusing on chapters relevant to the Bangladesh context.

DOL, through ILAB, contracted with IMPAQ International, LLC (IMPAQ) to conduct a final performance evaluation of the *Child Labor Improvements in Bangladesh (CLIMB) Project*. The evaluation team conducted an independent assessment of the project's performance in order to provide DOL and Winrock with an in-depth analysis to explain the rationale for conclusions regarding the progress against established targets. The evaluation team also presents in this report an analysis of the recognized gaps between expected and actual performance and their source(s), based on relevance of the design, project management, changes in operating environment, changes in context, success factors, and achievement of intended results and goals. The evaluation team conducted a mixed-methods study to assess the project's effects and the likely sustainability of results. In parallel, the evaluation team identified relevant lessons learned with a view to inform future programming.

This final evaluation report is structured as follows: Section 1 outlines the project itself and the Theory of Change (TOC) it follows. Section 2 describes the evaluation's objectives and methodology, including data collection and any limitations and challenges the evaluation team encountered when collecting and analyzing data, along with how they were mitigated. Section 3 details the findings of the evaluation, in the order of each of the 13 Evaluation Questions presented in section 2.4.1. Section 4 provides lessons learned and best practices identified by the evaluation team. Finally, Section 5 provides conclusions and recommendations based on the findings of the evaluation.

1. PROJECT CONTEXT AND DESCRIPTION

1.1 Project Context

Poverty and cycles of indebtedness cause parents to engage their children in the workforce to increase household incomes.² In Bangladesh, at the inception of the project, an estimated 10 percent of children ages 5 to 14 were working, 45 percent of whom worked in the agriculture sector.³ Within the agriculture sector, the DFS was plagued by some of the worst forms of child labor (WFCL). Winrock International's consultations with various stakeholders in Bangladesh suggested that the DFS has significant problems with CL, but the data were dated and incomplete.

Dried fish processing is very profitable sector of Bangladesh's economy with a large demand met through domestic production and imports.⁴ Fish drying happens throughout the country, but the most exploitive labor conditions occur in the coastal areas, the Sundarbans, Cox's Bazar, and Chittagong. While Winrock heard wide-spread stories and references to the problems of CL at the outdoor fish-drying facilities known as "factories," it proved difficult to get a full understanding of the scale and scope of the problem, as most studies were six or seven years old. One study suggested that 78,000 children work in the sector.⁵ Another study noted that fish-drying facilities located along the coast recruit children from poor households or from nearby villages.

The Government of Bangladesh (GoB) has made efforts to reduce CL and to improve labor rights of all workers. However, CL continues: extant policies are rarely enforced, do not apply to the informal sector (where much fish drying takes place), and do not cover hazardous working conditions in fish drying.⁶

At the time that this project was awarded, Winrock was implementing the Bangladesh CTIP program. When CLIMB was awarded, the BC/TIP program was valued at just under \$5 million. During the life of the CLIMB project, with increases to BCTIP, as well as new counter trafficking awards for the Ashshash Swiss Agency for Development-funded program and the GFEMS Responsible Recruitment Platform, the CTIP program grew from about \$5 million to more than \$17 million.

1.2 Project Description

Winrock partnered with and improved the capacity of civil society organizations (CSOs) in Bangladesh to better understand and address CL abuses and promote acceptable conditions of work in the DFS in southeast Bangladesh. The three-year CLIMB project employed an integrated approach that used research and data to drive civil society actions while reflecting the complex economic, social, and governance dynamics that drive CL. To achieve CLIMB's objective, Winrock improved the capacity of a multi-disciplinary research team to produce accurate, independent research on CL and work conditions in the DFS, which helped stakeholders understand the nature, consequences, and scale of the problem (Outcome 1). CLIMB also has built the capacity of CSOs to use the research findings to raise awareness among vulnerable communities and advocate to government, employers, and other key stakeholders to understand and enforce existing policies around CL (Outcome 2). Finally, CLIMB empowered CSO partners to raise the voices of vulnerable families, refer victims to services, community-based mediation,

² Understanding Children's Work Programme. 2011. Understanding children's work in Bangladesh. Rome.

³ 2016 Findings on the Worst Forms of Child Labor, USDOL, ILAB.

<https://www.dol.gov/agencies/ilab/resources/reports/child-labor/bangladesh>.

⁴ Hussain, Anwar. 2015 Dried Fish: Rising demand shows bright prospect. The Independent. 4 October. <http://www.theindependentbd.com/home/printnews/17855>.

⁵ Bangladesh Bureau of Statistics with International Labour Organization. 2011. Working Children in the Dry Fish Industry in Bangladesh. Pilot Survey 2010. Dhaka.

⁶ <https://www.dol.gov/sites/default/files/images/ilab/child-labor/Bangladesh.pdf>.

and address the lack of economic alternatives, a key driver of CL in fishing communities (Outcome 3).

The project received a three-month cost extension to provide emergency COVID-19 services to CL families, postponing the project's end date from the end of February to the end of May 2021.

Winrock intended to accomplish its objectives by achieving three outcomes and 13 outputs, presented in **Error! Reference source not found.** E. In the same appendix, the evaluation team also added the main activities and outputs under each project outcome and sub-outcome.

CLIMB identified the following critical assumptions that must hold true to achieve the above-listed outcomes and outputs:

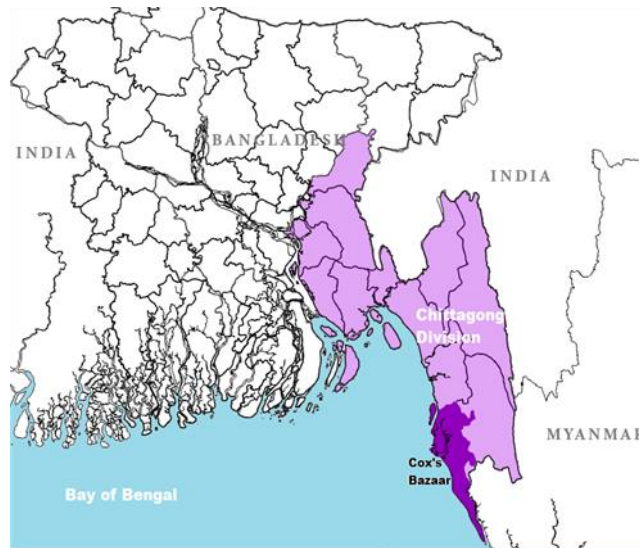
- The Ministry of Labour and Employment (MoLE) will continue to prioritize addressing the WFCL in Bangladesh.
- The GoB will continue to use the National Child Labor Welfare Council structure, the current National Policy for the Elimination of Child Labor, and the National Plan of Action to coordinate actions at national and sub-national levels.
- The current commitment to increase coordination between MoLE, international organizations, and relevant Ministries on CL will continue.
- Security and refugee issues remain sufficiently calm to carry out planned activities.
- CSOs will be able to mobilize other groups for a “ripple effect” for greater focus and effort directed towards addressing CL and FCL in the DFS.

CLIMB stakeholders and beneficiaries include the following:

1. Communities
 - Children in CL/FCL in DFS
 - Parents/families of children in CL or FCL in the DFS
 - Faith communities
2. Private sector
 - Employers in DFS
 - Business associations in DFS
3. NGO/INGOs
 - Partner CSOs
 - Service Sector (Service agencies for CL in DFS)
 - Advocacy Human Rights
 - Community based organization
 - Non-partner CSOs
 - Media
4. Government
 - Government ministries at the central level:
 - Ministry of Labor and Employment
 - District and Sub district (Upazila) GoB administration at Cox's Bazar Sadar and Moheshkhali subdistricts under Cox's Bazar district.
 - Local government institutions (LGI)

CLIMB focused its interventions in dried fish processing communities in and around the Cox's Bazar District in Chittagong Division, with an office in Cox's Bazar\town (Exhibit 1).

Exhibit 1. CLIMB Geographic Focus



This region was chosen for several reasons:

- Significant dried fish production and processing in the region;
- Opportunities to leverage ongoing development programs, existing relationships, and established operational presence of Winrock, the CLIMB Research Partner, and other prospective partners; and,
- Arrival of Rohingya refugees to the area, which may put greater economic pressure on households in the region and increase their vulnerability to labor exploitation.

2. EVALUATION OBJECTIVES AND METHODOLOGY

2.1 Purpose

To conduct this final performance evaluation, as determined by the TOR, the evaluation team accomplished the following:

1. Assessed if the project achieved its objectives, identified the challenges encountered in doing so, and analyzed the driving factors for these challenges;
2. Assessed the intended and unintended effects of the project;
3. Identified conclusions, lessons learned, emerging practices, and issued recommendations that can be applied in current or future projects in Bangladesh and in projects designed under similar conditions or target sectors; and,
4. Assessed which outcomes or outputs are sustainable.

2.2 Scope

The scope of this final evaluation includes a review and assessment of all activities carried out under the CLIMB project. In conducting this final performance evaluation, the evaluation team considered all activities that were implemented since the project's launch and assessed their progress, and the potential effect of COVID-19 on project activities and expected outcomes. The evaluation team gathered information from a diverse range of project stakeholders who participated in and benefitted from interventions in Bangladesh. The evaluation team assessed the extent to which the project's interventions and activities achieved the overall goals and intended outcomes of the project, and the reasons why, including an assessment of the factors driving the project's results. The evaluation team also documented lessons learned, potential good practices, and models of intervention that will serve to inform future similar projects and policies in Bangladesh and similar environments elsewhere, as appropriate.

2.3 Audience

The evaluation team aims to provide ILAB, Winrock, other project stakeholders, and stakeholders working to combat CL and FL more broadly, an assessment of the project's performance, its effects on project participants, and an understanding of the factors driving the project results. The evaluation results, conclusions, and recommendations will serve to inform stakeholders in the design and implementation of subsequent phases or future efforts to eliminate CL and FL in the DFS as appropriate. This evaluation report will be published on the ILAB website thus, it is a standalone document, providing the necessary background information for readers who are unfamiliar with the details of the project.

2.4 Methodology

In this section, the evaluation team describes the evaluation questions and methodology, including data sources, data collection and analysis methods, and study limitations.

2.4.1 Evaluation Questions

The evaluation team, with input from USDOL and Winrock, developed a set of 13 questions to guide the evaluation. The evaluation questions, which are listed below in Exhibit 2, are organized

according to the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) criteria (relevance, effectiveness, efficiency, and sustainability).⁷

Exhibit 2. Evaluation Questions and Data Sources

| # | Evaluation Questions | Data Sources |
|--|---|---|
| Relevance and Coherence of Project Design | | |
| 1 | To what degree was the project design, assumptions, theory of change and intervention logic appropriate and adequate to address civil society's response to CL and FCL in the DFS in Bangladesh? | Document review; KII; FGD; Secondary data |
| 2 | To what extent was the project relevant to the context of the country including the specific needs of project participants, communities, and other key stakeholders? | Document review; KII; FGD; Secondary data |
| 3 | To what extent has the project established links and coordinated with government and the network of civil society-led efforts to eliminate CL and FCL with other donor-funded interventions? | Document review; KII; FGD; Secondary data |
| Effectiveness, Efficiency, and Perceived Impact | | |
| 4 | To what extent has the project achieved its primary objective and planned outcomes, specifically regarding improving the: <ul style="list-style-type: none"> ▪ Capacity of local research institutions to conduct high quality research on CL, FCL, and unacceptable work conditions for children ▪ Increased capacity of civil society to raise the commitment of local actors to support action against CL/FCL ▪ Increased capacity of civil society to advocate effectively for the elimination of CL/FCL in DFS ▪ Increased capacity of civil society to provide vulnerable families with critical services including grievance mechanisms, government services, COVID related emergency services and livelihood services | Document review; KII; FGD; Secondary data |
| 5 | How effective were the project's intervention and management strategies? What were the key strengths and limiting factors in project implementation and management? What areas need improvement? | Document review; KII; FGD |
| 6 | Did the project cause unintended (positive or negative) effects on its target communities and participants? If so, what were they? | Document review; KII; FGD; Secondary data |
| 7 | How has the project's Comprehensive Monitoring and Evaluation Plan (CMEP) provided an effective means to monitor project progress and achievements; to what extent has it been effectively used by the project to inform management decision making? | Document review; KII; FGD; Secondary data |
| 8 | To what extent has gender mainstreaming been addressed by the project? Has the project integrated gender equality as a cross-cutting concern throughout its methodology and all deliverables? | Document review; KII; FGD |
| 9 | During the last six months of the project when COVID-19 emerged (at the time of this evaluation), ⁸ has it impacted the overall implementation and results? If yes, how, and to what extent was the project able to adapt to the COVID-19 pandemic, and what was the impact on overall implementation and results? | Document review; KII; FGD; Secondary data |
| 10 | Were the project activities efficient in terms of financial and human resources in relation to its results and outputs? What factors, if any, affected efficiency? | Document review; KII; FGD |
| Sustainability | | |

⁷ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

⁸ The COVID-19 pandemic emerged during the last 14 months of the project. The evaluation question was referring to a specific period when the evaluations started.

| # | Evaluation Questions | Data Sources |
|----|---|---|
| 11 | <p>What is the likelihood that the benefits of project activities will continue in the absence of ILAB or other external resources?</p> <ul style="list-style-type: none"> ▪ Are there any factors that limit or facilitate sustainability of project outputs or outcomes? ▪ Would it have been possible for the project to improve their sustainability efforts? In what way(s)? | Document review; KII; FGD; Secondary data |
| 12 | To what extent are local and national stakeholders able to ensure that the activities and changes implemented by the project endure? | Document review; KII; FGD |
| 13 | What were the main internal and external factors that facilitated or limited the project's ability to successfully transfer ownership of the models developed by the project to national stakeholders, and what strategies or measures did the project adopt to address these factors? | Document review; KII; FGD; Secondary data |

2.4.2 Evaluation Team

The evaluation team consisted of a lead evaluator and a national evaluation specialist, who were supported by IMPAQ staff. The lead evaluator was responsible for developing the methodology in consultation with IMPAQ, ILAB, and the project staff; directly conducting interviews and facilitating other data collection processes; analyzing the evaluation material.

2.4.3 Evaluation Approach

The evaluators collected data that were primarily qualitative in nature. The evaluation team set out to answer a list of specific questions organized according to the thematic criteria described above agreed upon by ILAB, Winrock, and IMPAQ. The evaluation team addressed the evaluation questions using multiple sources of evidence, combining primary qualitative data with secondary quantitative data. Due to the context of the COVID-19 pandemic, IMPAQ, Winrock, and ILAB agreed that the evaluation team would collect all primary data remotely over online platforms. The evaluation team collected qualitative data through key informant interviews (KIIs), focus group discussions (FGDs), and an evaluation workshop with local stakeholders. The evaluation team obtained quantitative data from the performance reporting data presented in the semi-annual Technical Progress Reports (TPRs) to ILAB. The team triangulated data collection methods and stakeholder perspectives to bolster the credibility and validity of the results.

2.4.4 Evaluation Schedule

Prior to the data collection phase, the evaluation team developed KII and FGD guides, and, in collaboration with the Winrock team, developed the stakeholders' list and field schedule. The evaluation team completed the project document review in March 2021. The evaluation team conducted remote KIIs and FGDs between March 28 and April 12, 2021, culminating with a stakeholder workshop held on April 22. After completing the data collection phase, the evaluation team held a debriefing with ILAB to discuss key findings and recommendations. Most of the data analysis and report writing was conducted between April and May 2021.

2.4.5 Data Collection

The evaluation team translated the evaluation questions in Exhibit 2 into FGD and KII protocols and data analysis through desk review. The KII and FGD protocols were designed to obtain stakeholders' perspectives on the project's implementation, progress, and impacts. Below, the evaluation team describes the associated data collection methodology for the KIIs, FGDs, and stakeholder workshops.

Remote KIIs. The evaluation team conducted individual, remote KIIs with project staff (WI and its partners), CSOs, government representatives, local authorities, journalists, DFS Owners, the

Judiciary, Upazila University, and a school teacher. These KIIs discussed the project's accomplishments, design, sustainability, and the working relationship between project staff and their partners, where appropriate. Exhibit 3 presents the number of participants reached through KIIs, by stakeholder type and gender.

Exhibit 3. Participants in KIIs

| Stakeholder Type | Respondents | F | M | Total |
|--------------------------|-------------|----------|-----------|-----------|
| USDOL | 1 | 1 | 0 | 1 |
| Winrock-Home Office (HO) | 2 | 2 | -- | 2 |
| Winrock CLIMB | 1 | -- | 1 | 1 |
| Implementing Partners | 4 | -- | 4 | 4 |
| Government Agencies | 3 | 1 | 2 | 3 |
| CL Committees | 1 | -- | 1 | 1 |
| Local Authorities | 2 | 1 | 1 | 2 |
| NGOs | 2 | -- | 2 | 2 |
| Judiciary | 2 | 1 | 1 | 2 |
| Journalists | 2 | -- | 2 | 2 |
| Upazila University | 1 | -- | 1 | 1 |
| DFS Owners | 2 | -- | 2 | 2 |
| School Teacher | 1 | -- | 1 | 1 |
| Total | 24 | 6 | 18 | 24 |

Remote FGDs. The evaluation team facilitated a total of 6 remote FGDs reaching 25 participants from Winrock-CLIMB Staff, CLIMB Research Team (SUIT), CLIMB-Partners Staff, CSOs-National, CSOs- Local, CL/Families. Exhibit 4. Participants in FGDs

| Stakeholder Type | Respondents | F | M | Total |
|----------------------------|-------------|----------|-----------|-----------|
| Winrock-CLIMB Staff | 3 | 1 | 2 | 3 |
| CLIMB Research Team (SUIT) | 4 | -- | 4 | 4 |
| CLIMB-Partners Staff | 4 | -- | 4 | 4 |
| CSOs-National | 6 | 1 | 5 | 6 |
| CSOs- Local | 4 | 1 | 3 | 4 |
| CL/Families | 4 | 2 | 2 | 4 |
| Total | 25 | 5 | 20 | 25 |

Exhibit 4 presents the number of participants reached through FGDs, by stakeholder type and gender.

Exhibit 4. Participants in FGDs

| Stakeholder Type | Respondents | F | M | Total |
|---------------------|-------------|---|---|-------|
| Winrock-CLIMB Staff | 3 | 1 | 2 | 3 |

| Stakeholder Type | Respondents | F | M | Total |
|----------------------------|-------------|----------|-----------|-----------|
| CLIMB Research Team (SUIT) | 4 | -- | 4 | 4 |
| CLIMB-Partners Staff | 4 | -- | 4 | 4 |
| CSOs-National | 6 | 1 | 5 | 6 |
| CSOs- Local | 4 | 1 | 3 | 4 |
| CL/Families | 4 | 2 | 2 | 4 |
| Total | 25 | 5 | 20 | 25 |

Stakeholder Workshop. The evaluation team conducted a remote stakeholder workshop on April 22 to present the preliminary findings of the evaluation and to solicit additional input from stakeholders regarding the achievements of the project. The evaluation team used the participants' feedback to enrich the evaluation findings.

2.4.6 Data Analysis

The evaluation team analyzed primary and secondary data to answer the evaluation questions and establish credible links between the results of CLIMB and progress within the specific areas of intervention. While answering the main evaluation questions, the evaluation team used the main Organization for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) criteria⁹, namely, relevance, coherence, effectiveness, efficiency, impact, and sustainability. Additionally, in addressing all evaluation questions, the evaluation team assessed the extent to which, if any, the project has integrated gender mainstreaming within the intervention, looking across all project activities. In this section, we describe the document review and the qualitative and quantitative analysis methods.

Document Review. The evaluation team reviewed the following documents provided to the team by ILAB before conducting remote fieldwork.

Exhibit 5. Documents Reviewed by Category

| Operation and Reporting | Training and Capacity Building Materials | Research and Context Literature |
|--|---|--|
| <ul style="list-style-type: none"> ▪ CMEP documents and data in Annex A of the Technical Progress Reports (TPRs) ▪ Baseline pre-situational analyses ▪ Project document and revisions ▪ Project budget and revisions ▪ Cooperative Agreement and project modifications ▪ TPRs and Status Reports submitted from the project start until evaluation fieldwork | <ul style="list-style-type: none"> ▪ Comprehensive Mixed Method Research Report on CL Situation in the DFS ▪ CLIMB's user-friendly materials to inform advocacy ▪ Various videos and dissemination documents | <ul style="list-style-type: none"> ▪ 2016 Findings on the Worst Forms of Child Labor, USDOL, ILAB. ▪ List of Goods Produced by Child Labor or Forced Labor. US Department of Labor. Bureau of International Labor Affairs (ILAB). September 30, 2020. ▪ Understanding Children's Work Programme. 2011. Understanding children's work in Bangladesh. Rome. |

⁹ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

| Operation and Reporting | Training and Capacity Building Materials | Research and Context Literature |
|---|--|--|
| <ul style="list-style-type: none"> ▪ Project Results Frameworks and Monitoring Plans ▪ Work plans submitted with the TPRs ▪ Correspondence related to TPRs ▪ Management Procedures and Guidelines | | <ul style="list-style-type: none"> ▪ BBS/ILO. Working Children in the Dry Fish Industry in Bangladesh. Pilot Survey 2010. Dhaka. ▪ National Child Labour Elimination Policy 2010. ▪ Child Labour National Plan of Action (NPA) 2012–16 (extended until 2021). |

The evaluation team also reviewed the Data Quality Assessment (DQA) form completed by Winrock, as appropriate, and assessed whether the project used findings from the DQA to formulate and implement measures to strengthen their data management and reporting system and improve data quality.

Qualitative Analysis. The KIIs and FGDs generated substantial raw data. The evaluation team categorized, synthesized, and summarized these data captured from the KII and FGD transcripts. The team then triangulated qualitative data summaries with the quantitative data to develop the evaluation’s findings. During this process, which was driven by the evaluation questions, the evaluation team requested further assistance from Winrock to clarify questions and request missing or additional information.

Quantitative Analysis. Secondary data consisted of available baseline and monitoring survey data and CMEP monitoring data. Specifically, the evaluation team analyzed project monitoring data to assess the performance of activities relative to expected results and summarized the latest TPR quantitative data to compare with project targets. After gaining access to the data, the evaluation team immediately assessed their quality and relevance in answering the evaluation questions and developed a list of relevant indicators. The evaluation team’s analysis of these data informed the correlation and validation of findings from the qualitative data collection. The evaluation team’s analysis relied on descriptive statistics such as counts, tabulated proportions, and means, identified common trends, patterns, and any changes in behavior.

2.4.7 Limitations

The evaluation team found that the evaluation’s limitations were associated mainly with the challenges inherent in replacing in-person data collection with remote methods because of the COVID-19 pandemic. Due to the international flight restrictions, the evaluation team leader was unable to travel to Bangladesh. Likewise, internal travel for the national consultant was not possible; unfortunately, he contracted COVID-19 at the inception of the data collection phase. The challenges are listed below with the applied contingency measures.

- First, the lead evaluator conducted all of the KIIs and FGDs remotely, using virtual meeting platforms (Teams and Zoom). Remote KIIs and FGDs did not allow for the same rapport building that in-person interviewing makes possible. Unobtrusive observation was also not possible. Regarding to rapport building with stakeholders, the evaluation team carried out online KIIs and FGDs in a way that facilitated (open-ended) questions. The evaluation team also offered opportunities for more in-depth discussion about specific points related to the implementation of the project and the results achieved.

- Second, fewer respondents were available for remote KIIs and FGDs because of the COVID-19 pandemic. Also, some respondents did not have access to strong internet connections that could have enabled them to participate in a videoconference for an FGD. This affected the feasibility of having an equal gender distribution among interview participants but did not significantly affect the perspectives. To mitigate this challenge, the lead evaluator, in collaboration with Winrock, explored the possibility of conducting the interviews by phone call, and conducted interviews over the phone.

The evaluation team also encountered potential selection bias: the Winrock project team selected KII and FGD participants and might have selected individuals who had a positive view of the project. In addition, participation in KIIs and FGDs was limited to stakeholders who could communicate by phone or online platforms. To mitigate this bias, the evaluation team suggested stakeholders to interview and provided criteria for selecting FGD participants. The evaluation team also encountered potential social desirability bias: KII and FGD participants might have replied in a way that others would view favorably, which is likely when questions pertain to sensitive topics, such as forced labor. The evaluation team mitigated this risk by enforcing a strong data collection protocol that introduced the purpose and use of the evaluation before each KII and FGD. To counter both biases, the evaluation team triangulated KII and FGD data with secondary data sources whenever possible.

Additionally, this evaluation is not a formal impact evaluation assessing causal effects and thus the impact section is noted as “perceived impact”. The evaluation team based its findings on information collected from background documents, KIIs, FGDs, and secondary quantitative data. The evaluation team assessed the integrity of this information to determine the accuracy of the evaluation findings. The evaluation team considered that the primary data the evaluation team collected from participants might reflect the opinions of the most dominant groups and not capture the perceptions of less vocal groups. The evaluation team mitigated this potential limitation by ensuring that informants could freely express their views and speak without restraint during remote KIIs and FGDs, and that they joined the meeting from a place where only the evaluation team (or other KII and FGD participants) could hear their answers.

3. FINDINGS

In this section, the evaluation team presents the evaluation's findings based on the data the team collected from KIIs and FGDs with CLIMB project staff, local stakeholders, and government officials in Bangladesh, secondary data analysis, and an in-depth review of project documents and reports. The evaluation team presents the key findings for each evaluation question, organized according to the evaluation criteria: relevance of the project design and strategy; effectiveness of interventions; effectiveness and efficiency of management, and sustainability, considering the project's experience.

3.1 Relevance and Coherence of Project Design

3.1.1 Appropriateness of the Project Design

The CLIMB project was formulated in reference to the 2017 USDOL Funding Opportunity Announcement (FOA) for *Building the Capacity of Civil Society to Combat Child Labor and Forced Labor and Improve Working Conditions*. Within this framework, it was intended to increase CSOs' awareness and improve their understanding of CL and CL abuses in southeast Bangladesh's DFS. The project thus aimed to improve CSOs' capacity to respond to these issues and promote acceptable working conditions through more focused efforts by CSOs and government to identify and address CL and the vulnerability of communities and households. The evaluation team found that the project's design and its objectives and outcomes were highly relevant to the CL context in Bangladesh's DFS. Stakeholders (project partners, government representatives, and CSOs at the national and local levels, journalists, local authorities, etc.) confirmed this through KIIs and FGDs. Document review also confirmed that the project's design was based on a thorough problem analysis, a sound Theory of Change (ToC), a solid internal logic, and a robust Results Framework (RF).

The project team designed CLIMB based on the 2016 USDOL-ILAB Findings on the Worst Forms of Child Labor, and on the basis of the limited data and studies available, for example: the 2011 Bangladesh Bureau of Statistics/International Labor Organization study *Working Children in the Dry Fish Industry in Bangladesh*, or, the 2011 Understanding Children's Work (UCW): *Understanding Children's Work in Bangladesh*; as well as ILAB's *List of Goods Produced by Child Labor or Forced Labor*.¹⁰ Moreover, the project built on the initial consultations that the CLIMB team conducted in preparation for the project and the existing relationships with the Bangladeshi government and civil society in Cox's Bazar and Dhaka. Winrock consulted staff and partners from ongoing Winrock-implemented projects in the Countering Trafficking in Persons (CTIP), livelihoods, and fisheries sectors. The organization also consulted experienced social science researchers, Non-Governmental Organizations (NGOs), such as Integrated Community and Industrial Development Initiative (INCIDIN Bangladesh) and YPSA, and several Ministries (Labor and Employment, Social Welfare, Women and Children Affairs, and Home Affairs).

The evaluation team found that the problem analysis, as reflected in the project document, adequately describes the CL and FCL issues in the DFS in Bangladesh. It also describes the causes of the main problems, the need for assistance, and the cultural, economic, social, labor and legal factors contributing to the identified problems. Moreover, the major findings of the 2019 Pre-Situational Analysis (PSA) of the CLIMB Project included the following: (a) there is a limited application of laws and policies to improve CL; (b) CSOs and NGOs are more focused on Rohingya response; (c) there is limited evidence of any notable performance of Labor Welfare Associations in Cox's Bazar; (d) the District Child Labor Monitoring Committee (DCLMC) is not functioning properly; (e) there is a lack of coordination among the CSOs, GoB, and other

¹⁰ <https://www.dol.gov/agencies/ilab/reports/child-labor/list-of-goods>

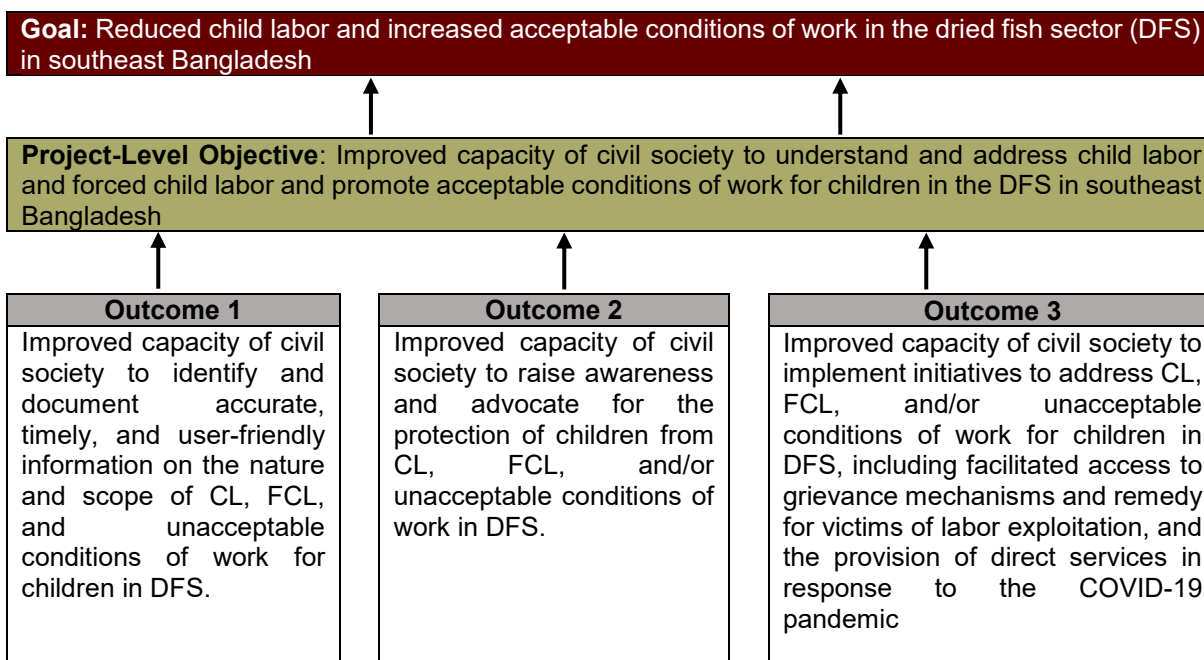
stakeholders to improve the CL situation in DFS; and, (f) there are limited reporting and media coverage of CL issues, particularly about children working in DFS.

The evaluation also found that the project’s strategy was formulated in a clear and concise manner, and that the project provided necessary and relevant information to understand Winrock’s approach to tackle CL and FL in the DFS. Briefly, CLIMB’s overarching strategy is based on producing a “ripple effect,” where the project’s targeted interventions with select CSO partners (INCIDIN, YPSA, ACLAB, BCCP, SUIT) trigger a series of activities with other CSOs, GoB, and private sector actors that are mobilized and driven to direct attention, rigor, and resources towards addressing labor abuses in the DFS.

The project improved research capacities, with regards to identifying and documenting information on the nature and scope of CL abuses, and it also improved the capacity of the CSOs and the media to take this evidence and use it to raise awareness and conduct advocacy and partnership-building efforts. In turn, the CSOs and the media were able to inform, advocate, mobilize, and sensitize a wider group of stakeholders, such as GoB, communities, other CSOs, and service delivery organizations.

Increasing the capacity of CSOs is central to the CLIMB project’s ToC to sustain improvements in the lives of children working under CL and FCL conditions in the DFS in Bangladesh. The focus on improved capacity of CSOs is reflected in the project’s document and the results framework. All three outcomes summarized in exhibit 6 below focus on addressing CSOs’ capacity needs to achieve the project-level objective and contribute to the longer-term goal of reducing CL and increasing acceptable working conditions in the DFS. In summary, the project’s ToC can be illustrated as follows:

Exhibit 6. Summarized ToC



The project’s design shows clear links between the problem, causes, and the project’s strategies, and it reflects them in a robust Results Framework, which accurately reproduces the problem analysis and the strategies defined by the project. The indicators are relevant to measure the project’s achievement of outcomes and outputs, as well as specific in terms of quantity, quality, time, location, and target groups.

In addition, the Project Document contains an *Illustrative Stakeholder Engagement Strategies* table to identify and analyze the project's stakeholders, the level of engagement, and the engagement strategy action expected. The project categorized *potential barriers* and identified measures to overcome them. The project also identified critical assumptions and the mitigation measures in the Sustainability Strategy and/or during project implementation.

3.1.2 Relevance in View of the Country Context and the Needs of the Project Participants

Primary and secondary data collected through KIIs and FGDs substantiates that the CLIMB project was relevant to tackle the challenges in the fight against CL in the DFS in Bangladesh.

The document review confirmed that the CLIMB project is aligned with the Ministry of Labour and Employment's (MoLE) *National Child Labour Elimination Policy* (NCLEP) which was adopted in 2010 to provide a broad framework to eliminate CL, including in hazardous work. Further, to implement the NCEP, a *Child Labour National Plan of Action* (NPA) was formulated for 2012-16 and extended until 2021.

The fight against child labor is a priority for GoB which has committed its elimination it by 2025, in line with Bangladesh's commitment to attaining Sustainable Development Goals (SDGs).

As informed in the October 2018 Technical Progress Report (TPR), the CLIMB project was launched in Cox's Bazar, on August 2, 2018, in a ceremony chaired by the Minister of Labor and Employment. Other dignitaries in attendance included two Members of Parliament, the Secretary of the MoLE, the Additional Secretary of the MoLE, and representatives of the district government, United Nations agencies, non-governmental organizations, education and CSOs. During the launch, MoLE underscored GoB's commitment to eliminate hazardous child labor by 2021 and all forms of child labor by 2025. In her address to participants, the Secretary to the MoLE requested that the district level government administration and CSOs prioritize eliminating CL and contributing to targets for Bangladesh under the relevant SDGs.

Through interviews and document review, the evaluators confirmed that a) CSOs' awareness regarding CL in Bangladesh's DFS improved; b) CSOs and GoB engaged in more focused efforts to promote acceptable working conditions and to identify and address CL; and c) CSOs' capacities implement initiatives to address CL and unacceptable working conditions for children in DFS improved. All three of these improvements are necessary to support the country to reach the objective of eliminating CL by 2025.

In this regard, both the national and local stakeholders interviewed underlined the relevance of the CLIMB project and the ongoing need to increase awareness, advocacy, and institutional and capacity building. They also affirmed the need to improve access to social and basic services (such as education, for example), as well as direct services in response to the COVID-19 pandemic.

The data and indicators reflected both in the technical progress reports and the data reporting forms as well as the interviews conducted by the evaluator with project staff, implementing partners, local authorities, CSOs, journalists, etc., show that the project responded adequately to the needs of the project's participants by increasing awareness and advocating on the need to eliminate CL in the DFS, reinforcing CL committees both at the central and local levels, supporting CL communities, or providing families with skills and support to start income generating initiatives.

Interviews also revealed that the project remained relevant throughout its implementation. In this regard, the situation in target communities and at the institutional context advanced, even if the needs concerning CL in the DFS remained pressing.

All the same, according to the interviewees, the project will continue to be relevant for the immediate future. The national stakeholders and the beneficiaries interviewed unanimously asked for further support to consolidate and expand the project's achievements.

3.1.3 Coordination and Connectedness

The evaluation team confirmed through interviews with national and local stakeholders and document review that, through many activities and advocacy efforts, the CLIMB project successfully coordinated and established links with the GoB and the CSO-led efforts to eliminate CL and FCL.

The CLIMB project effectively engaged, coordinated, and established links with: (a) several GoB agencies (such as the MoLE, the Department of Inspection for Factories and Establishments (DIFE), the Ministry of Women and Children Affairs (MoWCA), and the Ministry of Social Welfare (MoSW)), (b) District/Local authorities, (c) National and Local CSOs, (d) academia and the media (journalists, news agencies), (e) local DFS employers, and (f) schools in the Cox's Bazar area.

Furthermore, the project also participated in the National Child Labor Welfare Council (NCLWC), the District Child Labour Monitoring Committee (DCLMC), and the Upazila Child Labour Monitoring Committee (UCLMC). Moreover, the Project promoted the creation of the *CLIMB advocacy group* (please refer to the effectiveness section for more information).

3.2 Effectiveness, Efficiency, and Perceived Impact

3.2.1 Effectiveness

3.2.1.1 Assessment of Project Performance

Project objective: Improved capacity of civil society to understand and address child labor (CL) and forced child labor (FCL) and promote acceptable working conditions for children in the DFS in southeast Bangladesh.

Background

Poverty and cycles of indebtedness cause parents to place their children into the workforce to increase household incomes.¹¹ As already mentioned in this report, in Bangladesh, at the inception of the CLIMB project, an estimated 10 percent of children aged 5 to 14 worked. Winrock's consultations with various stakeholders in Bangladesh suggested that the DFS had significant problems with CL, but the data were incomplete.

Fish drying happens throughout the country, but the most exploitative labor conditions occur in the coastal areas: the Sundarbans, Cox's Bazar, and Chittagong. When the project was being designed many references to CL in the DFS were found; however, the project did not grasp the actual scale and scope of the problem because most studies were 6 to 7 years old. One study suggested that 78,000 children worked in the sector.¹² Another study noted that fish-drying facilities located along the coast recruit children from poor households or from nearby villages. The Bangladesh Bureau of Statistics and the International Labor Organization's International Program on the Elimination of Child Labor (ILO-IPEC), in their pilot study looking at CL in the DFS,¹³ found that 53 percent of the children employed in the sector were between the ages of 10

¹¹ Understanding Children's Work Programme. 2011. Understanding children's work in Bangladesh. Rome.

¹² Bangladesh Bureau of Statistics with International Labour Organization. 2011. Working Children in the Dry Fish Industry in Bangladesh. Pilot Survey 2010. Dhaka.

¹³ Bangladesh Bureau of Statistics with International Labour Organization. 2011. Working Children in the Dry Fish Industry in Bangladesh. Pilot Survey 2010. Dhaka.

and 14 years old, 9 percent were between 5 and 9 years old, and 38 percent were between 15 and 17 years old.

The GoB has made efforts to reduce CL and to improve labor rights of all workers. The country has ratified 33 international conventions to improve labor practices, the following seven of which directly relate to CL:¹⁴

- ILO Night Work of Young Persons (Industry) Convention (No. 6), 1972
- ILO Forced Labour Convention (No. 29), 1972
- ILO Minimum Age (Industry Revised) Convention (No. 59), 1972
- ILO Night Work of Young Persons (Industry Revised) Convention (No. 90), 1972
- ILO Abolition of Forced Labour Convention (No. 105), 1972
- ILO Convention on the Worst Forms of Child Labour (No. 182), 2001
- UN Convention on the Rights of the Child, 1990

Bangladesh improved its policy to prohibit CL through the Bangladesh Labour Act of 2006, the National Child Labour Elimination Policy (NCLEP), and the Children Act 2013.¹⁵ The country currently is implementing the NCLEP under the National Plan of Action (NPA) for 2012-2016, which was extended through 2021 by the National Child Welfare Labour Council (NCWLC). Nevertheless, according to ILAB's *Findings on the Worst Forms of Child Labor – Bangladesh*,¹⁶ “the government has established institutional mechanisms for the enforcement of laws and regulations on child labor. However, gaps exist within the operations of the Department of Inspection for Factories and Establishments (DIFE) that may hinder adequate enforcement of their child labor laws.” Furthermore, the same report points to the current status of CL and FCL and says children in Bangladesh engage in the worst forms of CL, including FCL in the production of dried fish and bricks, and some also perform dangerous tasks in garment and leather goods supply chains. Plus, the Bangladesh Labor Act does not apply to the informal sector, where most child labor in Bangladesh occurs, and hazardous work prohibitions are not comprehensive. Finally, labor inspectors are not authorized to assess penalties and, when courts do impose them, the fines are too low to deter child labor law violations.”

According to the CLIMB project document, as well as to the testimonies gathered among Winrock-CLIMB staff, implementing partners and CSOs' representatives, since its inception in 2015, NCWLC has struggled with resources and capacity to integrate the NPA into the programs and budgets of relevant ministries to address cases of CL and its root causes. NCWLC has also faced challenges with establishing functional Councils at Divisional and District levels. Consequently, CL continues—the policies that exist are rarely enforced, do not apply to the informal sector (where much fish drying takes place), nor do they cover hazardous working conditions in fish drying.¹⁷ In 2015, Bangladesh had only 284 labor inspectors, and found only 40 cases of CL violations when 1.6 million of children were estimated to be engaged in CL. In the case of fish drying, labor inspectors prioritize formal, export-oriented facilities, but most factories where

¹⁴ Campaign for Popular Education. 2011. The Status of Un-served Children in Education: Working Children in Bangladesh, A Situational Analysis. Dhaka, Bangladesh.

¹⁵ Bahir, MdZahangeer, Dr. Bae Jaeng Saeng and Dr. Kang Moon Kyung. 2015. A study on Child Labour in Bangladesh under National and International Law. *IOSR Journal of Humanities and Social Sciences* 20:6 72-82.

¹⁶ <https://www.dol.gov/agencies/ilab/resources/reports/child-labor/bangladesh>

¹⁷ <https://www.dol.gov/agencies/ilab/resources/reports/child-labor/bangladesh>

children work are subcontracted, informal, unlicensed, and outside of the inspectors' explicit mandate¹⁸.

Project Objective Findings

To better understand the project's effectiveness, the evaluation team first looked at the secondary data, using the latest CMEP, to see if for each indicator the outcome has been achieved over time from. Exhibit 7 shows the project-level objective indicators, their baseline value from 2018, project targets, and the actual final values in 2021. As shown in the exhibit, CLIMB was able to meet the target for all of the indicators, and even exceeded them, achieving them over the life of the project.

Exhibit 7. Project-level Objective and Outcomes Indicator Achievement Rates

| Project Goal: Reduced CL and increased acceptable conditions of work in the dried fish sector (DFS) in southeast Bangladesh | | | | |
|---|----------------|--------|--------|------------------|
| Project-Level Objective: Improved capacity of CSOs to understand and address CL and FCL and promote acceptable conditions of work for children in the DFS in southeast Bangladesh | | | | |
| Indicator | Baseline Value | Target | Actual | Achievement Rate |
| 1. Percent of benchmarks reached on tailored capacity building plans for partner civil society organizations | 69.44% | 91% | 90% | 100% |
| Outcome 1: Improved capacity of civil society to identify and document accurate, timely, and user-friendly information on the nature and scope of CL, FCL, and unacceptable conditions of work for children in DFS | | | | |
| Average achievement rate (indicators 2-9)* | | | | 157% |
| Outcome 2: Improved capacity of civil society to raise awareness and advocate for the protection of children from CL, FCL, and/or unacceptable conditions of work in DFS | | | | |
| Average achievement rate (indicators 10-24 & 36)* | | | | 124.5% |
| Outcome 3: Improved capacity of civil society to implement initiatives to address CL, FCL, and/or unacceptable conditions of work for children in DFS, including facilitated access to grievance mechanisms and remedy for victims of labor exploitation | | | | |
| Average achievement rate (indicators 25-35)* | | | | 184% |

*Baseline values, target, and actuals are detailed on Exhibits 9, 11 and 13 below

As the next step, the evaluation team conducted a document review, and analyzed the primary data collected from Winrock, Winrock-CLIMB, implementing partners, national stakeholders, children, and their families, using KIIs and FGDs to triangulate with the secondary data. Based on the primary data, the evaluation team found that overall, consistent with the secondary data, the project proved to be effective in all its outcomes. While we discuss the achievement of each outcome separately, in summary the data indicate that the project significantly contributed to building the capacity of local academics to conduct high quality research on CL, FCL, and unacceptable working conditions for children. Also, the CLIMB project, in association with its implementing partners increased the capacity of CSOs to raise the commitment of local actors to support action against CL/FCL through multiple activities. As a result, for example, the DFS was included in the Ministry of Labour list of hazardous work.

Moreover, the project and its implementing partners developed advocacy efforts to include the DFS in the *National Plan of Action to eliminate child labor (2021-2025)*, participated in talks and provided inputs in the process of developing the draft NPA. Furthermore, the CLIMB project

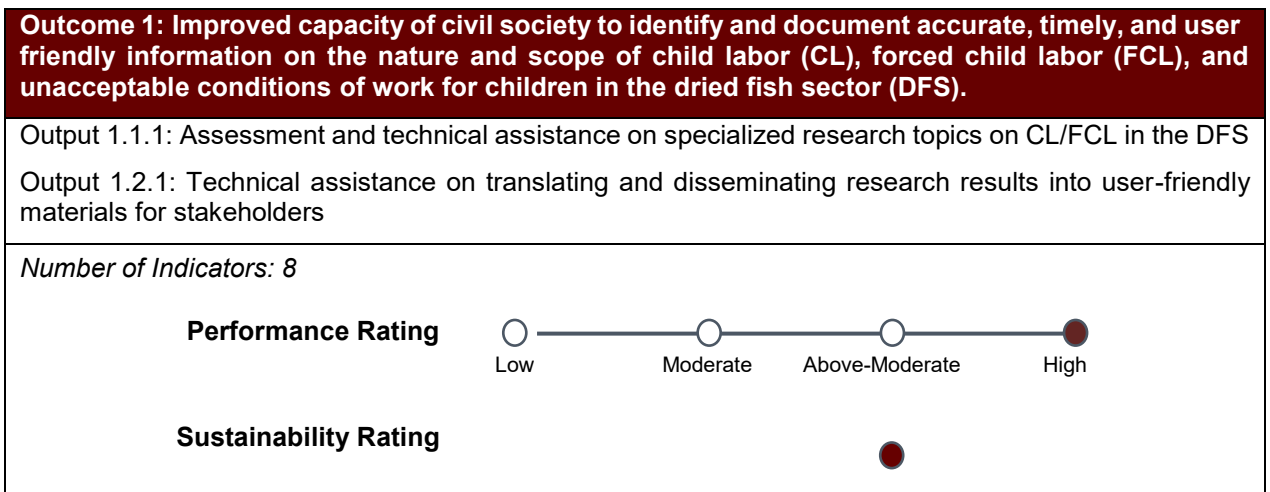
¹⁸ <https://www.dol.gov/agencies/ilab/resources/reports/child-labor/bangladesh>

provided recommendations to revise the list of hazardous sectors; as a result, the DFS was included in this list.

Additionally, the evaluation found that the project contributed to increasing CSOs' capacity to advocate effectively to eliminate CL/FCL in DFS, and to implement initiatives to address CL. CLIMB also provided vulnerable families with critical assistance, including grievance mechanisms, access to government services, COVID-19-related emergency services, and livelihood services.

Finally, to further assess the achievement of the project's objectives and outcomes, the evaluation team used a rating scale (low, moderate, above-moderate, and high) for both performance and sustainability, based on the information collected from diverse sources and on the comments provided by the interviewees. The team based the **performance rating** on an analysis of the progress made in achieving the project's outcomes, as well as the indicators' achievement rate (actual achievements against the indicator targets, expressed in percentage) as reported in the May 2021 MIS Dashboard and Indicator Sheet. Meanwhile, the analysis for the **sustainability rating** focused on the partnerships established; the level of national/local ownership achieved; the building or strengthening institutional/individual capacities; and, the financial and technical resources needed for sustaining/scaling the results. See Exhibit 21 and 22 in Appendix F for more information on the rating approach. Exhibit 8 below summarizes the evaluator's ratings of the project's achievement of objectives and outcomes. The remainder of this section (3.2.1.1) describes in more detail how the evaluation reached to these ratings based on the findings for each outcome, while the Sustainability section (3.3) describes the detail on how the evaluation reached the sustainability ratings based on the relevant evidence.

Exhibit 8. Performance Ratings by Project Outcome



the DFS and determined that they were outdated and incomplete. At that time much of the data on CL in Bangladesh came from the GoB: Bureau of Statistics (BBS); Bangladesh Bureau of Education, Information, and Statistics (BBEIS); and the Ministry of Labour and Employment (MoLE), which has a Child Labour Unit (CLU). Without accurate and up-to-date evidence of the scope and scale of the problem, GoB was not likely to prioritize or address it.

International organizations also conducted studies, which were often narrowly focused on a sector, geographic area, or other aspects of the problem. The official numbers were underestimated, given weak referral systems and the broad acceptance of children working to support their families. Many violations went unnoticed by the public due to limited media coverage and avenues for citizens to engage on prevention. Despite these challenges, some organizations became more aware of the problem and engaged in documenting cases. However, they did not have the skills or resources necessary to collect the right data, safeguard information, protect respondents, or to use the data to initiate positive change.

Outcome 1 Findings

The level of achievement of Outcome 1 is estimated as **High**.

As shown in Exhibit 9, the project was able to meet its targets for almost all indicators under the first outcome. The indicator achievement rate ranges from 98 percent to 300 percent; the average achievement rate (indicators 2-9) 157 percent.

Exhibit 9. Outcome1 indicator baseline values, targets/actuals and achievement rates

| Outcome 1: Improved capacity of civil society to identify and document accurate, timely, and user friendly information on the nature and scope of CL, FCL, and unacceptable conditions of work for children in DFS | | | | |
|--|-----------------------|---------------|---------------|-------------------------|
| Indicator | Baseline Value | Target | Actual | Achievement Rate |
| 1. Percent of benchmarks reached on tailored capacity building plans for partner civil society organizations | 69.44% | 91% | 90% | 100% |
| 2. Percent of benchmarks reached on tailored capacity development plan for the CLIMB research partner | 58,82% | 92% | 90,48% | 98% |
| Sub-Outcome 1.1: Improved capacity of a local research institution to conduct high quality research on CL, FCL, and unacceptable conditions of work for children in the DFS | | | | |
| 3. # of research reports on CL, FCL, UAWC in DFS meeting quality standards | 0 | 1 | 1 | 100% |
| 4. # of legal analysis of CLIMB CL definitions and other legal issues related to CL/FCL in DFS meeting quality standards and user-friendly materials to assist CL/FCL in filing legal cases and grievances meeting quality standards | -- | 1 | 1 | 100% |
| 5. # of trainings conducted for research team on research skills and practices | -- | 2 | 6 | 300% |
| Sub-Outcome 1.2: Improved capacity of a local research institution to translate research into user-friendly materials to inform advocacy | | | | |
| 6. # of user-friendly materials developed | -- | 4 | 9 | 225% |
| 7. # of user-friendly materials disseminated to CSOs | -- | 4 | 9 | 225% |
| 8. # of stakeholders utilizing the research findings | -- | 20 | 21 | 105% |
| 9. # of trainings conducted on creating practical user-friendly outputs on research findings | -- | 1 | 1 | 100% |
| Average achievement rate (indicators 2-9) | | | | 157% |

Source CLIMB MIS Dashboard and PMP (May 2021)

Additionally, through the document review, KIIs and FGDs with Winrock-CLIMB, the Implementing Partners, the research team, CSOs and local/national authorities, the evaluation found that the

project was effective in building the capacity of local research institutions to conduct high quality research on CL, FCL, and unacceptable working conditions for children.

By providing support to and through the Sustainable Upliftment Initiative Trust (SUIT) the project accomplished the following: a) produced the *Comprehensive Mixed Method Research Report on Child Labor Situation in the Dried Fish Sector*; b) disseminated the Research Report among the relevant stakeholders at the national and local levels; c) developed user-friendly materials based on research findings; and, d) disseminated such materials among CSOs and relevant stakeholders in Bangladesh.

Key Results Achieved under Outcome 1

Result 1: Comprehensive Mix-Method Research on Child Labor

Technical assistance to the Department of Economics of the University of Chittagong on the methodology for research on child labor

As reported in the TPRs, Winrock and the CLIMB team provided technical assistance to the research team from the University of Chittagong's Department of Economics on the approach and deliverables expected under the ToR proposed for the CLIMB research partner. However, after facing significant administrative challenges finalizing a contractual agreement with the University of Chittagong for a research partnership, Winrock concluded that the issues were insurmountable. In October 2018, Winrock requested USDOL's approval to identify a new research partner.

Selection of new research partner through competitive process

Following approval from USDOL, CLIMB conducted a competitive process to select a new research partner. The project selected SUIT to carry out the research. SUIT proposed the same team of research professors from the University of Chittagong. This ensured that the learning from CMEP, the engagement on the mixed-method research design, and the methodology could be retained and that research activities could quickly start up again.

Capacity assessment, technical assistance, and capacity building to SUIT

Winrock's Technical Manager for Monitoring, Evaluation, Knowledge Management and Learning and the CLIMB Monitoring and Evaluation (M&E) Specialist carried out an in-depth joint research, capacity assessment, and capacity development planning sessions with SUIT. Winrock's Research Capacity and Performance Assessment (RCPA) tool was used to facilitate discussion, scoring, and identification of gaps in technical capacity for research on CL and social protection. Furthermore, the team organized a five-day research planning workshop with the research team that covered planning, approaches and methodologies for social science research. They also conducted an in-depth orientation on the deliverables and proposed submission timelines covered in the ToR for the CLIMB research.

Based on capacity gaps identified from the RCPA, CLIMB and SUIT organized training sessions for the research team on qualitative and quantitative methods, value chain research, CL definitions and legal framework, quantitative survey questionnaire and interview procedures, mobile-based data collection, and analysis of data from mixed method research.

Additionally, CLIMB invited the SUIT team to the advocacy workshops organized by Winrock and Integrated Community and INCIDIN Bangladesh for local CSOs, in order for SUIT to better understand CSO members' gaps in knowledge of CL issues and assess the need for information and research. All the same, SUIT assessed how research and policy information could best be disseminated for effective use in awareness and advocacy.

According to the CLIMB Data Reporting Form (April 2021), exhibit 10, the percent of benchmarks reached on the tailored capacity development plan for the CLIMB research partner (SUIT) went

from 63 percent (baseline) to 94 percent (April 2021), just 3 percentage points below the target set for the end of project.

Exhibit 10. Benchmarks Reached on Tailored Capacity Development Plan for the CLIMB Research Partner

| Baseline | Target end of project | Actual (April 2021) |
|----------|-----------------------|---------------------|
| 63% | 92% | 94% |

Source: CLIMB Data Reporting Form (April 2021)

Researchers from SUIT expressed great satisfaction about the effectiveness of the CLIMB capacity building approach.

Development of the comprehensive research report

The research process was completed in 2019. On March 24, 2020 the SUIT research team submitted the first draft of the *Comprehensive Mixed Method Research on the Child Labor Research Report in the Dried Fish Sector in Cox’s Bazar* to the CLIMB team. After review by Winrock and the CLIMB team, a final draft report was prepared by SUIT in June 2020 and submitted to Winrock and USDOL for review and inputs, after at least four rounds of revisions, the final report was approved by USDOL in July 2020.

Result 2: Dissemination of the Research Report Findings

Dissemination of the research report among the stakeholders

Through several activities, the CLIMB Project disseminated the research findings among the Winrock HQ team, USDOL, representatives from the District Administration and GoB Departments, local government institutions, CSOs, legal assistance groups, INGOs, journalists, teachers, and dried fish business association members and owners.

Capacity development training to the research team on how to develop and disseminate user-friendly materials based on research findings

According to the July 2018 TPR, the CMEP workshop was held in Dhaka May 6-10. The CMEP workshop brought together key USDOL, Winrock HO, CLIMB project staff, and local partners -- YPSA, INCIDIN, and University of Chittagong -- for the first time. The purpose of the workshop was to provide the team with an overview of project objectives and begin the process of developing a CMEP that will guide design, implementation, monitoring, and evaluation of the project. During the five-day workshop, the CLIMB team was guided through review and working sessions covering the following areas: (a) Overview of CLIMB program structure; (b) Problem Analysis by Outcome; (c) Results Based Management; (d) Results Framework; (e) Stakeholder Definition; (f) Activity Mapping; (g) Performance Indicator; (h) Performance Monitoring Plan.

The local partners in attendance provided important context, experience and insights on review and refining the key elements of the CMEP. In addition, the CMEP workshop characterized the definitions of child labor (CL), forced child labor (FCL) and unacceptable working conditions for children (UWCC). These are found in the “Child Labor Definitions” document (Annex 1 of the CMEP). In addition to informing next steps in developing the elements of the CMEP, the workshop succeeded in building on the partnerships with YPSA, INCIDIN, the University of Chittagong and the broader networks these CLIMB partners represent. Following the CMEP workshop, the CLIMB team in the Winrock HO and in Bangladesh coordinated with USDOL on the next steps for completing the first draft of the document. M&E Technical Advisor Kerry Richter worked closely with the Bangladesh team to incorporate outcomes from the CMEP workshop and further guidance for USDOL into the revised Results Framework, Child Labor Definition, Activity Mapping and the first draft of the Performance Monitoring Plan.

Meanwhile, the Bangladesh Center for Communication Program (BCCP), CLIMB's communication partner, provided training to the research team to improve their skills in the conversion of research findings into user-friendly communication materials. Subsequent to the training on developing user-friendly materials, the research team, in collaboration with BCCP, developed several user-friendly materials focusing on the research findings. Several consultation meetings were organized among the researchers, BCCP and CLIMB team to identify appropriate messages, facts, relevant figures and photos. As a result, the research team developed and produced the following user-friendly materials and disseminated them among the relevant government agencies and CSOs: a research brochure; a research two- pager; a research fact sheet; a research press release; a poster in both Bangla and English; and, a presentation. According to the April 2021 TPR, CLIMB disseminated the research findings and user-friendly materials to more than 300 CSOs and government stakeholders.

Interviews with a wide range of stakeholders showed they understood the CL situation in the DFS.

Outcome 2: Improved capacity of civil society to raise awareness and advocate for the protection of children from CL, FCL, and/or unacceptable conditions of work in DFS.

Background

Bangladesh has an expansive CSO community. NGOs¹⁹ play a key role in many social areas. Various Bangladeshi CSOs provide working children with educational opportunities,²⁰ and have the potential to play a larger role in building awareness, advocating, and helping prevent CL. Nonetheless, CSOs often lack access to sound data and relevant research.^{21,22} In Cox's Bazar many CSOs provide social services,²³ but, at the project's inception, few addressed CL or unacceptable labor conditions in a significant way.

Bangladeshi CSOs are challenged in effectively coordinating with their peers, advocating for enforcement and change, and holding government and other influential groups accountable for their actions. Additionally, with few exceptions, media were not reporting on the problem, so people did not know the consequences or scale of the problem (including consumers who can exert pressure on the industry).

Likewise, according to the project document, the families who send their children to work did not understand the hazards and illnesses that children face from long hours in hazardous conditions. Adult workers had limited knowledge of how and where to seek remedies in cases of payment violation, injury, or abuse. Local authorities and CSOs have failed to provide a sufficient social safety net so that these families can find a way out of poverty. If given the right tools, knowledge and resources, media and other CSOs are in a unique position to tell the stories of the children and laborers working in the fish-drying factories. They can also serve as network builders, and advocate to GoB to enforce labor policies and allocate victim service resources.

Outcome 2 Findings

The level of achievement of Outcome 2 is estimated as **High**.

As discussed above and shown in Exhibit 11 in detail, CLIMB effectively met its targets for outcome 2. The achievement rate of most indicators associated to this outcome are above 100%, being the average achievement rate (indicators 10-24 & 36) 124.5%

Exhibit 11. Outcome 2 indicator baseline values, targets/actuals and achievement rates

¹⁹ 26,000 registered local NGOs according to the Asian Development Bank. 2008. Overview of NGOS and Civil Society: Bangladesh.

²⁰ http://www.campebd.org/Files/16032014021501pmWorking_Children_in_Bangladesh.pdf.

²¹ <https://www.adb.org/sites/default/files/publication/28964/csb-ban.pdf>.

²² Transparency International Bangladesh. N.D. Problems of Governance in the NGO Sector: The Way Out.

²³ <http://ngocoxsbazar.gov.bd/ngo-list-2/>.

| Outcome 2: Improved capacity of civil society to raise awareness and advocate for the protection of children from CL, FCL, and/or unacceptable conditions of work in DFS | | | | |
|---|----------------|--------|--------|------------------|
| Indicator | Baseline Value | Target | Actual | Achievement Rate |
| 10. % increase in score on acceptability of child labor among key stakeholders | 54 | 80 | 55,43 | 69% |
| 11. NCLWC is functional at the national level | 4 | 10 | 8 | 80% |
| 12. CLWCs functional at district level in Cox's Bazar | 3 | 10 | 7 | 70% |
| Sub-Outcome 2.1: Increased commitment among stakeholders for awareness raising | | | | |
| 13. # of MOUs signed between partner organization and other CSOs for working together on awareness raising | -- | 2 | 3 | 150% |
| 14. # of advocacy events jointly undertaken with NCLWC, District Child Rights Monitoring Forum and Sub-District Child Labor Welfare Committee | -- | 6 | 13 | 217% |
| 15. # of awareness raising materials on CL issues in DFS produced by partner | -- | 3 | 5 | 167% |
| 16. # of awareness-raising events held | -- | 28 | 44 | 157% |
| 17. # of people reached by partners with awareness messages on grievance procedure, child labor categories, eligible working hour for children, health hazard, safety measures etc. | -- | 3000 | 3,939 | 131% |
| 18. # of consultations/formal meetings/workshops held | -- | 16 | 26 | 163% |
| 19. # of groups/organizations participating | -- | 16 | 16 | 100% |
| Sub-Outcome 2.2: Government actors supportive of action against CL/FCL/ UWCC in DFS | | | | |
| 20. # of MOUs signed between partner organizations and government | -- | 2 | 2 | 100% |
| 21. # of consultations, experience sharing meetings and round tables held with relevant ministries and NCLWCs at national, divisional, district and sub-district levels | -- | 5 | 9 | 180% |
| Sub-Outcome 2.3: Strengthened capacity of CSOs for advocacy for a stronger policy framework, more commitments to resourcing of CL prevention and protection | | | | |
| 22. Percent of advocacy benchmarks reached on tailored capacity building plans for partner organizations | 73% | 91% | 89% | 97% |
| 23. # of advocacy tools developed and introduced | -- | 4 | 7 | 175% |
| 24. # of advocacy trainings organized | -- | 7 | 18 | 257% |
| Sub-Outcome 2.4: Increased CSOs capacity on IT based awareness raising and advocacy program | | | | |
| 36. # of CSOs received training on using of media (TV, Radio, newspaper and social media) for awareness raising, advocacy, policy development related to CL | -- | 60 | 65 | 108% |
| Average achievement rate (indicators 10-24 & 36) | | | | 124.5% |

Source CLIMB MIS Dashboard and PMP (May 2021)

Consistent with the findings from secondary data, the document review, KIIs and FGDs, revealed that through multiple activities, the CLIMB project increased the capacity of CSOs to raise the commitment of local actors to support action against CL/FCL.

Moreover, the project achieved some valuable results that were not contemplated originally in the project design: CLIMB participated and provided training to Child Labor Committees, provided inputs in the process of developing the draft NPA, and achieved to include the DFS in the MoLE's list of hazardous CL sectors.

Key Results Achieved under Outcome 2

Result 1: Strengthened Capacity of CSOs for Advocacy

Implementing partner capacity assessments

According to the information provided in the TPRs, the CLIMB team conducted capacity assessments of the project partners INCIDIN (Q1 FY 2019), YPSA (Q1 FY 2019), ACLAB (Q2 FY 2020) and BCCP (Q2 FY 2020) using the CSO Technical Capacity Assessment (CTCA) tool.

The CTCA tool focused on six key capacity areas relevant to addressing child labor in the DFS: (1) Child Labor Knowledge, Experience, and Relevance; (2) Outreach, Awareness and Behavior Change Communication (BCC); (3) Advocacy and Oversight on Priority Issues; (4) Service Delivery to Child Labor Victims and Other Vulnerable Populations; (5) Partnerships and Networking; (6) Program Management, Monitoring, Evaluation and Learning.

Interviewees confirmed that the jointly implemented assessments allowed partners to set priorities for capacity development. These priorities were benchmarked to enable CLIMB to develop capacity development plans and measure progress against agreed upon targets.

Capacity building and training to CLIMB partners

Winrock and the CLIMB team worked to build the implementing partners' capacity from the beginning of the project through multiple activities, such as coordination meetings, document sharing, exchange visits, and on-the-job technical advice and mentoring, as well as through more specific and focused trainings.

Winrock measured the partners' improved capacity levels throughout implementation using the CLIMB CSO Technical Capacity Assessment (CTCA) and RCPA tools. Winrock used the CTCA tool to inform which trainings, mentoring and support needed to be provided. Winrock then either provided the trainings directly through its technical staff, or, if needed, hired local experts. Additionally, Winrock mentored its partners throughout the implementation of their activities and in reviewing workplans. There were also initiatives of *peer-to-peer* training/learning. For example, SUIT's researchers strengthened the other implementing partners by increasing their awareness and understanding of the current situation in the DFS. Also, BCCP improved their ability to use that information to create user-friendly materials or to enhance their advocacy efforts.

“We received a clear guideline from our Pre-Situational Analysis to address the areas of improvements of the CSOs. Then, while preparing the Detailed Implementation Plan for individual partners, we identified the specific training needs and designed training sessions with appropriate topics and implemented with relevant professionals like legal expert, research expert, skilled livelihood experts, grievance mitigation expert etc. resourced from external sources including Winrock HO experts and CLIMB Team.”

- CLIMB Team representative

CLIMB provided the following capacity building trainings to the implementing partners and other CSO stakeholders as of March 2021: (a) Project Management; (b) Monitoring and Evaluation; (c) CL Laws, Policies and Research Findings; (d) CL grievance mechanisms and procedures; (e) Roles and Responsibilities of CLMCs; (f) Behavior Change, Communication and IEC Material Development; (g) Networking and Advocacy; (h) NGO Advocacy, Engagement and Coordination; and (i) Enterprise Development and Business Management Through IT-Based Applications.

Primary and secondary sources indicate that through multiple capacity building activities, CLIMB improved its partners' capacities to raise awareness and advocate for the protection of children from CL, FCL, and/or unacceptable working conditions in DFS. An illustrative example of this is the CSOs' successful advocacy to include the DFS in the MoLE's list of hazardous work.

CLIMB's Data Reporting Form (April 2021) and the MIS *Dashboard* (exhibit 12 below) show an average 22 percent increase of benchmarks reached on capacity building for partner CSOs.

Exhibit 12. Partner CSOs Capacity Building Benchmarks

| Partner | Baseline Score | Midline Score | Endline Score | % Increase |
|---------|----------------|---------------|---------------|------------|
| ACLAB | 62% | 90% | 95% | 53% |
| BCCP | 55% | 66% | 77% | 40% |
| INCIDIN | 92% | 95% | 96% | 4% |
| SUIT | 62% | 89% | 94% | 52% |
| YPSA | 67% | 88% | 94% | 40% |

Source: Winrock International

CSOs trained on existing policies and effective advocacy

CLIMB provided training and mentoring to CLIMB partners and other stakeholder CSOs to improve their advocacy skills, incorporating knowledge on CL related laws, policies, government decisions.

CLIMB developed many activities to train CSOs on existing policies and effective advocacy, including a workshop organized by CLIMB and INCIDIN on “Capacity Development of Project Management,” focusing on managing activities to effectively address CL in the DFS and its root causes. The project also delivered training to enhance the CSOs capacity on CL-related laws and policies in Bangladesh and the application procedures of the laws to report and resolve grievances.

“Regarding the training needs of the advocacy group members and other CSOs, CLIMB with INCIDIN (at national level) and CLIMB with YPSA (at local level) identified the areas of improvements at advocacy/consultation workshops and designed the training curriculum with specific needs and recommendations. Specific human resource/trainers were resourced to carry out the tasks. We also signed MoUs¹ with different service providing organizations like child rights forum, human rights commission, etc. to get their resources.”

-CLIMB Team representative

Likewise, the project provided training on the CL legal framework, policies, relevant program and services, and resourcing. The training focused on: (a) capacity development of CSOs working to eliminate CL (especially those aiming to address hazardous forms of CL), (b) increasing CSOs’ conceptual understanding of advocacy, and (c) providing information and guidance on advocacy planning and key steps in implementation. CLIMB also trained and mentored CSOs on approaches to achieve effective advocacy and engagement with the private and NGO sectors to leverage efforts against CL.

Also, BCCP provided training to CLIMB implementing partners on BCC strategy and materials development. This aimed to strengthen their knowledge and skills on social media, advocacy, social mobilization, and appropriate messaging to reduce CL in the DFS.

Representatives from 22 CSOs and members of the CLIMB-INCIDIN supported Child Labor Advocacy Group by providing training aimed at orienting CSOs and activists on CL-related laws and policies and establishing coordination and networking mechanisms for joint advocacy.

ACLAB provided online capacity development training on existing policies and laws on CL in Bangladesh to 18 selected CSOs working in Cox’s Bazar.

In addition, CLIMB provided capacity building training on CL reporting for journalists and developed information/training materials. For example, the project developed a set of six videos, including the following topics: (i) CLIMB Project (at a glance); (ii) Child Labor related National and International Policies, Laws, & Declaration; (iii) Referral Linkage and Skill Development Training; (iv) Contemporary Situation: Dried Fish Sector in Cox’s Bazar; (v) Voice of Sifa; and (vi) Voice of Nasima.

CSOs trained on IT based application to raise awareness and advocacy

As reported in the TPRs, CLIMB organized several capacity building trainings for CSOs and partners on how to utilize IT based applications to raise awareness and advocate for CL elimination in the DFS, as well as for business development. The project hired an external consultant to deliver these trainings. The trainings reached 65 participants from the CLIMB team, implementing partners, representatives from the local advocacy network, NGOs, youth organization, and DFS owners.

According to the CLIMB reports, and as confirmed through KIIs and FGDs, the participants gained knowledge on the following topics: social media types and benefits, social media policies for organizations, how to utilize social media to raise awareness against CL, entrepreneurship development and business management, new business start-up processes, legal documentations for businesses, business plan development and management, basic concepts on financial management, and mobile banking in Bangladesh.

According to interviews and document review, the project proved effective in building the CSOs knowledge of existing policies and effective advocacy.

Result 2: Increased Commitment among Stakeholders on Awareness Raising

Awareness raising campaigns

CLIMB developed several awareness raising and advocacy materials and campaigns. As reflected in the TPRs, more than 50 awareness raising events, organized by BCCP, YPSA and ACLAB, reached an estimated 5,000 individuals. The events included, for example, special day observations, street dramas, outreach events, advocacy initiatives through the media, roundtable dialogues, etc. The topics addressed in these events included CL-related issues (e.g., CL categories, eligible working hours for children, health hazard, and safety measures), grievance procedures, and health and social measures for COVID-19 preparedness and response.

According to primary and secondary information, the above-mentioned activities significantly contributed to raising awareness amongst CSOs and policymakers about CL in the DFS. The activities also increased awareness about the importance of education in reducing CL, and mobilized communities to explore alternatives to CL. In this regard most interviewees declared that they are now more aware of the problems related to CL in the DFS. Further, representatives from CSOs at both the national and local level stated that they are best equipped to advocate for the protection of children from CL, FCL, and/or unacceptable conditions of work in DFS (as described in the sections below in more detail).

Networking/consultation platforms with stakeholders

CLIMB, in partnership with INCIDIN, YPSA and ACLAB, organized multiple activities to raise awareness (consultations, meetings, seminars, workshops), as well as to develop advocacy skills to protect children from CL, FCL, and/or unacceptable working conditions in the DFS. Participants included government agencies (e.g., DIFE, MoLE), CSOs, CL Committees, advocacy networks/platforms, service providers, and DFS owners and associations.

Furthermore, the project also participated in consultation meetings organized with the National Child Labor Welfare Council (NCLWC), the District Child Labour Monitoring Committee (DCLMC), and coordinated through MoLE's Department of Labour, as well as in the Upazila Child Labour Monitoring Committee (UCLMC). Moreover, the project promoted the creation of the *CLIMB advocacy group*, an informal advocacy group of CSOs formed in December 2019, that serves as a working group to exchange information on issues on CL in the DFS, as well as to promote participation in networks and fora and in advocacy with different stakeholder groups. Additionally, in June 2019, the CLIMB advocacy group members signed an MoU with the National Human

Rights Commission and, in May 2019, with the Bangladesh Shishu Adhikar Forum (BSAF), to promote awareness and action on CL situation in the DFS.

BASF is a national network of 269 children's rights CSOs/NGOs. The project engaged with the BASF network members to encourage participation at national and district levels on advocacy for including the DFS on the hazardous work lists.

Result 3: Government Actors Support Action Against CL/FCL/ UWCC in the DFS

CLIMB, in association with its partners, conducted numerous consultations, workshops, meetings, and trainings for CSOs, government officials, the NCLWC, the Cox's Bazar DCLMC, and the Upazila UCLMCs, to develop their knowledge and capacity on CL/FCL with a focus on CL in the DFS. The evaluation team consulted with key stakeholders who confirmed that, as a result of such efforts, CLIMB promoted local and national government actors' support in acting against CL/FCL/UWCC in DFS. The team's document review corroborated this finding.

The project achieved some valuable results that were not originally contemplated in the project design. For example, CLIMB was appointed to serve on the District Child Labour Monitoring Committee as well as in the Upazila Child Labour Monitoring Committee. It also provided capacity building training for Child Labor Monitoring Committees both at local and national level.

Stakeholders expressed to the evaluation team their widespread agreement that the CLIMB Project served as a catalyst to revitalize such CL Committees. According to primary and secondary data consulted, these were inactive since 2014 until the project began.

Moreover, the CLIMB project promoted consultation meetings organized with the National Child Labor Welfare Council to present the CL in DFS agenda to policy makers. It also developed advocacy efforts to include the DFS in the National Plan of Action and participated in talks, providing inputs, in the process of developing the draft of an updated NPA. In addition, the project provided recommendations to revise the list of hazardous CL sectors; based on the project's engagement, DFS was included in the list.

Outcome 3: Improved capacity of civil society to implement initiatives to address CL, FCL, and/or unacceptable conditions of work for children in DFS, including facilitated access to grievance mechanisms and remedy for victims of labor exploitation, and the provision of direct services in response to the COVID-19 pandemic.

Background

CL in southeast Bangladesh results from high rates of poverty, a lack of quality, affordable education, and long-standing cultural traditions. The poor are vulnerable to high-interest loans and often become indebted, struggling to feed their families and make loan payments. Many young men from vulnerable families seek employment overseas, but opportunities to work in foreign countries come at a cost. Families often take loans to pay for the recruitment fee and transportation, and they need the children left at home to work to contribute to the household income.

The CL problem cannot be remedied without helping families escape dire poverty. While some CSOs work on improving people's income, they are not necessarily targeting families who send their children to work in the fish-drying factories.²⁴ In addition, vocational training is not free and is, consequently, inaccessible to most poor families. By helping local CSOs link vulnerable individuals to livelihood and vocational opportunities and advocate for allocation of government

²⁴ Shahin, Muhammad Ali, (2017, September 27). Personal phone interview.

and other resources to address the root causes of CL, these organizations can be more effective in reducing CL in the DFS.

Additionally, since December 2019, the world has faced the challenges of the COVID-19 pandemic. Bangladesh is one of the countries at great health and economic risk due to its sizeable vulnerable population concentrated in large urban areas. Bangladesh is especially vulnerable to the pandemic because it has weak health, social, and economic infrastructures.

Within Bangladesh, Cox’s Bazar is one of the districts that has experienced a significant detrimental health and economic impact from COVID-19. Moreover, in addition to sustaining its 2.65 million population, Cox’s Bazar has taken in more than 1 million Rohingya refugees. The service infrastructure of Cox’s Bazar is insufficient both to manage the refugee situation and an effective response to COVID-19. In recognition of the seriousness of the pandemic and its impact on the project’s focus communities, CLIMB submitted a proposal to the USDOL to utilize project resources to provide emergency food and healthcare support to the most vulnerable and deserving households involved in the DFS.

Outcome 3 Findings

The level of achievement of Outcome 3 is estimated as **High**.

Exhibit 13 lists the indicators under Outcome 3 and presents how CLIMB met its targets to achieve its objectives in improving the capacity of civil society to implement initiatives to address CL, FCL, and/or unacceptable conditions of work for children in DFS, including facilitating access to grievance mechanisms and providing remedies for victims of labor exploitation. More specifically, the average achievement rate for outcome 3 (indicators 25-35) was 184 percent.

Exhibit 13. Outcome 3 indicator baseline values, targets/actuals and achievement rates

| Outcome 3: Improved capacity of civil society to implement initiatives to address CL, FCL, and/or unacceptable conditions of work for children in DFS, including facilitated access to grievance mechanisms and remedy for victims of labor exploitation | | | | |
|---|----------------|--------|--------|------------------|
| Indicator | Baseline Value | Target | Actual | Achievement Rate |
| 25. Percent of benchmarks for advancing CL/FCL/UWC grievance mechanisms reached on tailored capacity building plans for partner organizations | 50% | 84% | 68% | 81% |
| Sub-Outcome 3.1: Increased CSOs advocacy capacity for enforcing laws relevant to CL/FCL and UWCC in DFS | | | | |
| 26. Percent of legal advocacy benchmarks reached on tailored capacity building plans for partners | 50% | 84% | 68% | 81% |
| 27. # of advocacy training conducted | | 5 | 12 | 240% |
| 28. # of children/families supported by partners to access grievance mechanisms and other legal remedies | | 20 | 31 | 155% |
| Sub-Outcome 3.2: Increased CSO capacity to make referrals to services for children in CL/FCL/UWCC and their families in DFS | | | | |
| 29. Service directory produced | | 1 | 1 | 100% |
| 30. # of children/families affected by CL/FCL/UWC referred to services | | 160 | 954 | 596% |
| Sub-Outcome 3.3: Increased community capacity to seek services | | | | |
| 31. # of people reached by awareness raising campaigns on available services and accessing services | | 800 | 1.190 | 149% |
| 32 # of CL stories published by media | | 40 | 133 | 333% |
| Sub-Outcome 3.4: Increased access to emergency and livelihoods services | | | | |
| 33. # of families received emergency services | | 500 | 500 | 100% |
| 34. # of individuals received livelihoods training | | 250 | 240 | 96% |

| | | | | |
|---|--|-----|-----|-------------|
| 35. # of individuals received livelihoods support | | 250 | 240 | 96% |
| Average achievement rate (indicators 25-35) | | | | 184% |

Source CLIMB MIS Dashboard and PMP (May 2021)

Through document review and interviews with Winrock-CLIMB, implementing partners, CSOs, journalists, local authorities, the evaluation team observed that CLIMB and the implementing partners conducted numerous activities that significantly increased the capacity of CSOs to advocate effectively to eliminate CL/FCL in DFS and to implement initiatives to address CL.

Furthermore, primary and secondary evidence substantiate that CLIMB and its partners made important contributions to establish referral mechanisms to provide vulnerable families with critical services, including grievance mechanisms, government services, and livelihood services. Also, the project provided COVID-19 related emergency assistance.

Key Results achieved Under Outcome 3

Result 1: Improved capacity of civil society to implement initiatives to address CL

CSOs trained on relevant laws

The January 2019 PSA reported organizing training/workshops on existing laws and policies for concerned government officials, NGO personnel, civil society members, DFS association members, journalist and LGI representatives. Also, the PSA findings stated, “Law and policy implications are found ineffective” (page 32).

CLIMB also identified the gaps through its partners’ capacity assessment carried out in late 2018, which suggested that CLIMB strengthen the capacity of the CSOs on advocacy, networking, laws and policies, and BCC strategy/materials development.

Interviews and data analysis conducted confirmed that the project was very effective in building the knowledge of the CSOs on existing policies and laws on CL in Bangladesh.

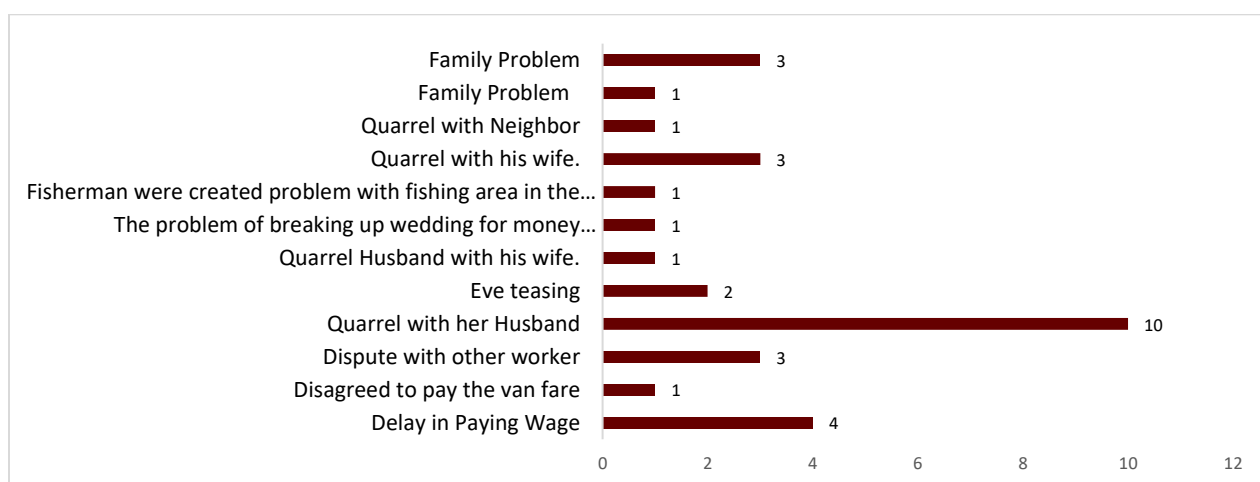
CLIMB provided training on existing policies and laws on CL in Bangladesh to Cox’s Bazar CSOs, as well as to journalists from electronic media and local and national newspapers. KIIs, FGDs, and document review revealed that such trainings increased the participants’ knowledge, advocacy, and reporting capabilities. They also supported efforts to address CL in the DFS among CSOs and journalists.

Access to grievance mechanisms

The document review, KIIs, and FGDs showed that through multiple activities, the CLIMB team and the implementing partners formed a *Grievance Coordination Team* with CSO members to address concerns and complaints (referred to as “grievances”) made by child laborers in the DFS effectively and timely, trained CSOs to increase their capacity to respond to grievances, and provided support to CSOs and legal assistance groups to manage grievance procedures effectively.

CLIMB organized bi-monthly hearing sessions with the grievance coordinator team to resolve local complaints, as well as to inform the community about legal support. According to primary and secondary data, these activities created awareness among the DFS owners’ association and CL families. As a result, disputes are being resolved on a timely basis and their frequency has reduced. As of March 2021, there were 31 grievance resolutions (while the target was 20), as shown in the exhibit 14 below.

Exhibit 14. Grievance Resolutions by Type



Source: MIS Dashboard

The project also coordinated quarterly meetings of the CLIMB’s Advocacy Network with participants from selected CSOs, journalists, lawyers, and government officials of Cox’s Bazar and Maheshkhali. It also introduced the CLIMB Advocacy Network to CL/Families/Owners of DFS Communities and conducted sensitization activities with the dried fish business owners on existing laws and policies on Child Labor Protection.

Access to services and referral mechanisms

The document review, KIIs, and FGDs confirmed that the CLIMB project increased the capacity of CSOs to provide vulnerable families with critical services, including government services, COVID-19 related emergency services, and livelihood services.

The Project Team, INCIDIN, and YPSA developed awareness raising and advocacy interventions to engage national and district governments and other CSOs to ensure the project’s beneficiaries’ access to services in Cox’s Bazar.

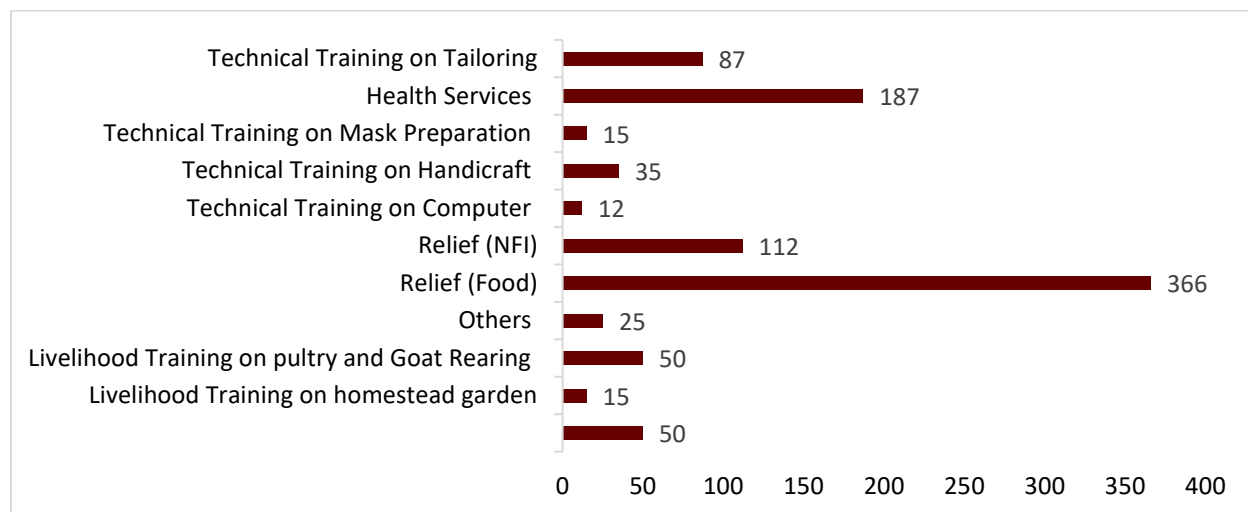
Further, ACLAB, YPSA, and the CLIMB team established a referral system for DFS communities with the relevant government and CSO service providers in Cox’s Bazar. It also identified new services and service providers to provide support to CL families in the DFS. Additionally, it strengthened the coordination amongst the service providers in supporting vulnerable communities in the DFS.

Likewise, the project set up referral linkages between the DFS community and alternative livelihood programs that exist in different departments within GoB. As a result, 160 households were introduced to GoB and private service providers for skills development training, as well as for jobs and livelihood support.

Finally, the project trained referral network partners on livelihoods, financial literacy, and access to finance.

According to the information provided in exhibit 15 from the CLIMB MIS dashboard, as of March 29, 2021, 954 individuals (with an initial target of reaching 160 children/families) from approximately 400 CL families were referred to different support services.

Exhibit 15. Number of Individuals Referred to Support Services



Source: MIS Dashboard

Result 2: Emergency COVID-19 Services

To respond to the COVID-19 pandemic, CLIMB prepared a project proposal to redirect some of CLIMB’s budget to emergency support for CL families. On December 10, 2020, USDOL approved the provision of emergency assistance to 500 families as part of a three-month costed extension.

KIIs, FGDs, and the document review revealed that the combined efforts of CLIMB partners, ACLAB, and YPSA were successful in leveraging emergency support to the DFS communities during the COVID-19 pandemic. According to the MIS data, as of April 2021, CLIMB provided 500 families emergency COVID-19 assistance (of which 240 also received livelihood training) and provided an additional 856 families referrals for services.

COVID-19 health-related services

CLIMB, in association with YPSA and ACLAB, carried out community awareness programs on COVID-19 and about health and hygiene. Further, the project provided training for COVID-19 relief through other service providers via referrals. The project also conducted activities to provide free medical services during COVID-19 and/or referral support to expand access to government hospitals for specialized/government health support. Also, YPSA and ACLAB distributed

emergency food, health, and hygiene packages among the 500 selected CL-engaged households.

Additionally, in February and March 2021, YPSA organized a *COVID-19 medical camp* hosted at the Information Service Center. Community members received free medical treatment, referrals for additional treatment, and support from two doctors from the government hospital in Cox's Bazar.

According to CLIMB updated data reporting form 187 individuals received free health services from the specialized doctors. Also, more than 300 DFS community members learned about the GoB health care services available and were linked with GoB health care providers.

Skills development and livelihood services

YPSA and ACLAB provided capacity development training on livelihood and financial support for service providers. They also conducted consultations with GoB agencies on the situations and needs of vulnerable families and organized a workshop in Cox's Bazar to connect and strengthen coordination between the GoB and local service providers to deliver coordinated support to vulnerable CL families. Moreover, they organized several events to establish referral links with the private sector, government, and non-government service providers.

By means of these measures, households were connected with GoB and private service providers for skill development training and job and livelihood support. Moreover, ACLAB arranged trade-based skill development trainings with different service providers, including local organizations, and the GoB Cox's Bazar Upazila Livestock Department.

According to the April 2021 TPR, CLIMB organized 10 batches of livelihood development training for 240 individuals. 144 received training on poultry rearing, 75 on goat rearing, and 21 on tailoring. All of the 240 households received inputs after the livelihood trainings. These included food and vaccines for chickens, eight live poultry birds for participants who attended the poultry rearing training, one Bengal goat to the participants who attended goat rearing training, and one sewing machine with necessary equipment for the participants who attended tailoring training. In addition, YPSA, along with local service providers, also organized face-mask-making training for 15 individuals (to prevent COVID-19), handicraft training for 16 beneficiaries, homestead vegetable gardening trainings for 35 households, and computer training for 12 child laborers at Cox's Bazar. Additionally, ACLAB facilitated 87 families with training on tailoring from other service providers through referral linkages.

Several stakeholders expressed through interviews that these trainings provided the selected households with knowledge of alternative livelihood activities.

Result 3: Effectiveness of the Project's Intervention and Management Strategies

There is widespread agreement among the interviewees that the project's "combined" (CLIMB team and implementing partners) implementation strategy was effective, both within Winrock-CLIMB and the implementing partners. It was also effective in their interaction with national and local stakeholders related to the project (Ministries, CSOs, local authorities, media, etc.)

Primary and secondary data suggest that the implementation strategy, based on the Winrock-CLIMB partnership arrangements with YPSA, INCIDIN, ACLAB, BCCP, and SUIT, enabled the project's interventions to be adapted to different needs and contexts. It also enabled strong linkages with priorities at both the national and local levels, as well as ensured interventions were tailored to the needs of the different stakeholders and beneficiaries.

The project's strategy to achieve its intended results included the following: (a) a multi-faceted approach to addressing CL, where a range of stakeholders can engage on topics of labor from different vantage points, including worker's rights, health, and education; (b) peer-to-peer learning

and engagement to amplify the reach to diverse civil society actors, such as academic institutions, NGOs, and media at local and national levels; and (c) a learning by doing model where CSOs put new knowledge and skills into practice by implementing activities across the three outcomes.

Document review and interviews indicated that the project’s strategy was both *relevant* and *effective*. Key stakeholders expressed that increased capacity of CSOs is central to the CLIMB project’s strategy for sustainable improvements in the lives of children working in the DFS in Bangladesh.

As confirmed by key stakeholders, all three project outcomes focus on addressing CSOs’ capacity needs to achieve the project-level objective and contribute to the longer-term goal of reducing CL and increasing acceptable working conditions in the DFS.

Interviewees confirmed that CLIMB’s strategy improved the capacities of GoB and CSOs to implement initiatives to address CL and unacceptable working conditions for children in DFS. The capacity improvements are *essential* for the country to eliminate CL by 2025.

3.2.1.2 Key Strengths in Project Implementation

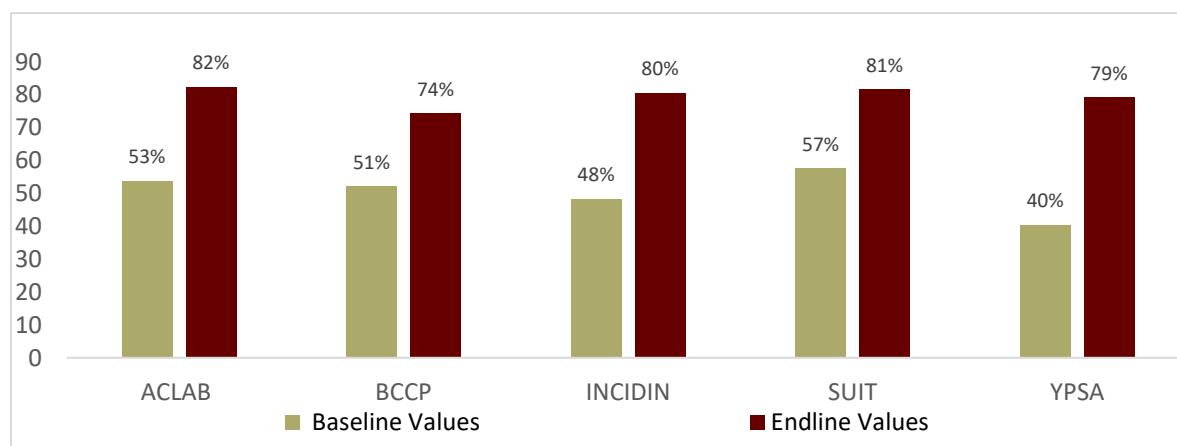
Winrock has operated in Bangladesh for more than 30 years, during which time it has implemented several projects encompassing Counter-Trafficking in Persons, agriculture, aquaculture, natural resource management, livelihoods, and women’s empowerment. This diverse expertise supported CLIMB to apply best practices in capacity development, awareness-raising, policy advocacy, and livelihoods to addressing CL in the DFS.

Further, at the project design phase Winrock already worked with CSOs in Cox’s Bazar, had partnered previously with CSO partners, and maintained relationships with government agencies at the national and local levels. Additionally, as confirmed through interviews, Winrock was able to bring together a management and program team experienced in project management, civil society engagement, and M&E under the United States Government and other donor-funded projects.

Winrock partnered with and strengthened the capacities of experienced researchers and CSOs in Bangladesh to better understand and address CL in the DFS. Moreover, Winrock-CLIMB developed and conducted in-depth partner capacity assessments. **The results of such assessments were used as a baseline to develop tailored capacity interventions and follow-up assessments** at the mid-term and end of the project.

As reflected in the exhibit 16 below, the average baseline value for the project partners was set at 50 percent and at endline it improved to an average of 80 percent.

Exhibit 16. Pre and Post Capacity Assessment Scores



Source: MIS Dashboard

In sum, a key strength of the CLIMB Project is that it brought together a coalition of key stakeholders that support children and recognized the existing roles related to the different partners. Thus, the project itself did not design new roles for these partners, but rather supported or facilitated them to perform their tasks more effectively.

3.2.1.3 Limiting Factors in Project Implementation

Several factors limited the project's initiation and implementation.

Project approval by the NGOA

In February 2018, Winrock Bangladesh submitted an application to the GoB's NGO Affairs Bureau (NGOAB) to register the CLIMB Project. In May 2018, three months after Winrock submitted the application, the CLIMB project received approval from the NGOAB, authorizing implementation in Cox's Bazar.

Contextual factors

As a result of Ramadan fasting period and subsequent holidays, work schedules were adjusted throughout much of mid-May to mid-June 2018, and the project experienced some challenges in planning CLIMB activities in both Cox's Bazar and Dhaka. The CLIMB team had to further adjust the work-plan timeframes because of the start of the monsoon season (June to October 2018), which began just as CLIMB was scheduled to roll out the University of Chittagong (UC) research activities, the Pre-Situational Analysis, and some initial awareness and outreach activities with partners.

Rohingya crisis

After the CLIMB proposal was submitted in August 2017, there were significant changes in the project's intervention area due to the influx of more than 1 million Rohingya refugees fleeing Myanmar. The refugees are located largely in camps along the north coast and south of Cox's Bazar. The Rohingya population is more than twice that of the surrounding host communities, and the extended presence of the refugees with no clear plan for their departure strained natural resources, infrastructure, livelihoods, and services in the already fragile Cox's Bazar area. This created Bangladeshi resentment towards the Rohingyas and generated political, environmental, and religious conflicts that threaten the already fragile economic and political stability of the religiously conservative Cox's Bazar area.

More significant for CLIMB's implementation is that, due to the Rohingya crisis, the CSOs that are active on CL issues in the Cox's Bazar area saw CL as only one among many problems to address in their communities. They also put a much stronger emphasis on youth opportunities and development. Equally important, many of the CSOs working on social protection were engaged by humanitarian and development organizations to support relief efforts within and outside of the Rohingya camps.

Institutional changes

Following the December 2018 national parliamentary elections, MoLE underwent reorganization as new high-level officials were appointed. There was also a change of the Additional Secretary, which is the focal person (Member Secretary) for the National Child Labour Welfare Council (NCLWC). These changes demanded substantial efforts as CLIMB had to re-establish institutional relationships with the Ministry and the NCLWC.

Research delays

The CLIMB project's research and dissemination activities were initially planned for Year 1 of the project. These activities were delayed because of challenges getting the University of Chittagong's approval of a subaward for work by research professors, which led Winrock to select SUIT as a replacement partner in November 2018

During the following months, the CLIMB project conducted the SUIT capacity assessment and provided training to researchers. The SUIT research team submitted a draft of the *Comprehensive Mixed Method Research on the Child Labor in the Dried Fish Sector in Cox's Bazar* to the CLIMB team on March 24, 2020. The final report was at last approved by USDOL in July 2020.

Pre-Situational Analysis (PSA) timeframe

The PSA was expected to be finalized in November 2018 to ensure reliable information for finalizing YPSA and INCIDIN subaward Scopes of Work (SOW), to inform the final Performance Monitoring Plan (PMP) indicators and targets, and to provide information for developing the SOWs for new partners. Although the PSA work started in line with the activity plan and the first deliverables were submitted on time, the products delivered by the vendor required extensive revisions by the CLIMB team and Winrock HO.

Winrock's representatives acknowledged during interviews that the CLIMB team could have done a better job supervising and guiding activities and worked more extensively with the consultancy firm in order to accelerate and finalize the PSA. The subcontract was extended three times to March 14, 2019 to provide time for final revisions and submission. A revised final draft was submitted to the CLIMB team on March 14, 2019 and was validated in a workshop with key stakeholders on June 19, 2019.

COVID-19

According to primary and secondary information, Bangladesh was hit hard by COVID-19. In addition to the pandemic's impact on morbidity and mortality, COVID-19 has adversely affected Bangladesh economy. Export sectors, government and private sector investments, and government non-development interventions slowed down. Additionally, a good number of workers lost their jobs.

The economy in Cox's Bazar is dominated by the tourism industry, which is under increased pressure due to lack of visitors in the vicinity. The Rohingya refugees are also an additional burden to this vulnerable economy. Commodity and day-to-day expenses, including transportation costs, increased considerably.

Further, the host communities are under increased social and economic pressure as some occupations, such as small-scale retailing, street vending, and petty trading, are being taken over by refugees. As a result of this, frustration has been mounting within the host communities. The water, sanitation, health, education, livelihoods, security, and other infrastructure services in Cox's Bazar were stretched to a breaking point even before COVID-19.

COVID-19 also had a serious impact on the lives of the children and families involved in processing dried fish and their families. During the lockdown, fish harvest and processing was almost suspended as there were restrictions on fishing and working closely with other people. This resulted in unemployment and a significant loss of income for families. The situation was worse during the monsoon season (May to September), as fish processing and family income usually decline during this period because it is unsafe to fish.

Considering the complex and rapidly evolving situation of the COVID-19, the CLIMB team and its partner organizations began "working at home," using online facilities, starting in early April 2020. CLIMB and its partners utilized virtual platforms to carry out key meetings and training programs as physical meetings and in person consultations were restricted.

3.2.1.4 Usefulness of the Project's Comprehensive Monitoring and Evaluation Plan (CMEP)

Based on document reviews, KIIs, and FGDs, the evaluation found that the CMEP provided an effective means to monitor the project's progress and achievements. Representatives of the relevant national stakeholders (YPSA, INCIDIN, and researchers from SUIT) underlined that the CMEP preparation process was participatory, which facilitated the understanding and appropriation of the project's strategies and objectives by the project partners. Following the CMEP workshop, the CLIMB team in the Winrock's HO and in Bangladesh coordinated with USDOL on the next steps to complete the first draft of the document. Final revisions of the CMEP were completed in January 2019 and ILAB approved the CMEP, including data collection tools, on March 7, 2019.

Once the CMEP was approved, the CLIMB team aligned all workplans and activities at the project and partner levels to achieve outcomes and targets in the PMP. After the data collection tools and plans were approved, the CLIMB team developed a Management and Information System (MIS) to collect, transmit, analyze, and report progress on achieving CLIMB indicator targets. The system employed a mobile phone and tablet-based data collection platform to ensure timely collection of and access to data from partners. The CLIMB team completed the setup of the MIS on Q3 FY19. The M&E Specialist and other CLIMB project staff worked with the project partners to collect, review, validate, and analyze data. Further, the MIS information was translated into a *dashboard*, which proved to be a useful tool for information management and data visualization.

The document review shows that the CLIMB team and the project partners prepared quality technical progress reports, which account adequately and in detail for the activities conducted, the results achieved, the challenges encountered, the emerging opportunities, and the project's next steps. Also, the project team regularly updated the Data Reporting Form, containing the project's objectives and outcomes, as well as their related progress indicators, baselines, targets/actuals, and narrative reporting.

During the course of the KIIs and FGDs, both the CLIMB team and the project partners stated that the CMEP was very useful and was effectively used by the project to inform management decision making. For instance, it allowed the team to establish baselines, targets, training plans as well as measure and evaluate the improvement of the implementing partners capacities.

3.2.1.5 Gender Mainstreaming

The TOR asks the evaluation team to assess the following question: *To what extent has gender mainstreaming been addressed by the project? Has the project integrated gender equality as a cross-cutting concern throughout its methodology and all deliverables?*

The evaluation team acknowledge that they did not find any evidence on gender mainstreaming being systematically addressed by the project or integrated as cross-cutting concern throughout its methodology and all deliverables. However, the evaluation team also notes that gender mainstreaming was not a main focus of the CLIMB and/or part of its mandate as per the FOA.

Further, the project's design was based on the information available in 2017. In this regard, the 2011 BBS-ILO study²⁵ estimated that 78,000 children worked in the DFS in Bangladesh, of which 80 percent were boys and 20 percent girls.

Nevertheless, it is worth noting that, the research report on CL in the DFS in Cox's Bazar, conducted by the CLIMB project,²⁶ estimated 14,366 workers in the DFS in the project's intervention area, of which adult females comprise 63 percent (8,986). Child workers

²⁵ *Working Children in the Dry Fish Industry in Bangladesh. Pilot Survey 2010*. Bangladesh Bureau of Statistics with International Labour Organization, Dhaka, December 2011.

²⁶ *Comprehensive Mixed-Method Research on Child Labor in the Dried Fish Sector in Cox's Bazar*. SUIT-Winrock International, 2020.

outnumbered adult male workers: while it was estimated that adult males accounted for 17 percent (2,504), children accounted for 20 percent (2,876). Furthermore, the research report informed that similar to the gender distribution of the adult workers, the child worker population in the DFS was 72 percent female. Moreover, the study found that girls are more likely to work on a daily basis alongside a family member, usually their mother. Looking at these data, which were only available in March 2020, female workers predominate in the DFS. Accurate and timely data on the gender composition of CL in the DFS in Cox's Bazar were not available at the project's design and inception phases.

According to information conveyed by Winrock representatives during the revision phase of the evaluation report, while the Project did not have a written gender mainstreaming strategy, the CLIMB research revealed unique gender dynamics in the DFS. CLIMB found that 72 percent of children engaged in CL are girls. CLIMB's research also indicated the need for additional research into these issues. CLIMB disseminated research findings widely through the project's community awareness and advocacy efforts. The CLIMB team also considered these findings when working with communities in the DFS to receive referrals to partner livelihood and training services through the ISC under Outcome 3. When the Project received approval to directly provide services during the costed extension, gender was taken into account when identifying the most vulnerable families for assistance, most of which were female-headed households. A Winrock-CLIMB representative explained that the project prioritized selecting women heading households to receive emergency support given their vulnerability (80 percent of recipients were women)

Furthermore, Winrock-CLIMB representatives informed that although the project focused on CSO strengthening, it was not within its scope to provide direct services to address gender disparities in the DFS community. However, the same informant underlined that the CLIMB research not only identified and shed light on the unique gender dynamics in the DFS, but also provided a recommendation to research gender dynamics further. Using results, the program could identify appropriate program interventions to enhance gender equality and equity for women and girls engaged in the DFS. These findings and recommendations were shared in CLIMB's advocacy and community awareness campaigns and workshops with civil society to raise their understanding of gender disparities in the DFS, which aligns with the purpose and scope of the project.

Moreover, the project staff explained that CLIMB's regular program interventions, such as consultation workshop, meeting, training, or awareness raising events, put a special emphasis on women's participation. As a result, women's aggregated participation in all events was about 40 percent according to the March 2021 MIS dashboard. Additionally, the breakdown of the 954 families that CLIMB was able to refer to direct services under Outcome 3 is as follows: 215 boys; 280 girls; 70 men; 389 women. CLIMB's ripple approach enabled civil society (not directly funded by the project) to provide support to families, reaching the girls and women who were identified as more vulnerable.

3.2.1.6 Impact of COVID-19 on the overall project implementation and results

According to interviews, the emergence and subsequent effects of the COVID-19 pandemic in Bangladesh, and more specifically in Cox's Bazar, were the biggest challenges that emerged for the CLIMB project.

The restrictions on mobility and gatherings affected several project activities that, accordingly, had to be cancelled, postponed, or conducted virtually. Also, from March 2020, the GoB decreed several lockdown periods. Such restrictions and lockdowns affected the projects' partners, CSOs, government agencies, and others.

The evaluation found that the project adapted, to the extent possible, and the CLIMB team, including its partner organizations, used online platforms to conduct key meetings and training programs. To address the above-mentioned challenges, the Project team and the implementing partners reviewed and adapted the work-plans to respond to these situations and made all possible efforts to continue the processes initiated at both the national and local levels.



Despite COVID-19, CLIMB was able to fully operate during the reporting period. It focused on CSO strengthening to share child labor research findings in order to strengthen advocacy efforts at local, regional, and national levels to address child labor in the DFS in Cox’s Bazar. CLIMB completed the planned activities through a virtual platform and by organizing in-person events with the approval of the local government. CLIMB engaged with multi-sectoral stakeholders to inform about the consequences of the child labor, forced labor and exploitation in the DFS.

CLIMB’s implementing partner organizations (YPSA, ACLAB, INCIDIN Bangladesh, BCCP and SUIT) were in full operation, using their skills and ability to remain focused in implementing their planned activities in raising stakeholders’ awareness and advocating effectively to protect children from child labor and forced child labor, adapting as needed due to COVID-19.

Additionally, ACLAB and YPSA were able to help DFS families receive the necessary support and services by referring them directly to services of the Government of Bangladesh (GoB), CSOs and INGOs, using the service directory developed and maintained at the Information Service Center (ISC).

Source: CLIMB’s last TPR (April 2021)

Likewise, it is important to stress that the project was able to plan, along with the donor, and implement, through its partners, supplementary actions aimed at helping to mitigate the effects of the COVID-19 on the health and livelihoods of CL families. This component (see above in this section) was effectively implemented, despite the challenges imposed by the pandemic.

3.2.2 Perceived Impact

3.2.2.1 Unintended (Positive or Negative) Effects

The evaluation did not find any evidence of unintended negative effects generated by the project. On the contrary, document review and testimonies collected from stakeholders revealed that the project produced the following noteworthy results:

- An important and strategic result of the CLIMB project is that it managed to position CL in the DFS in social and political agendas. The CLIMB project successfully increased awareness about the need to tackle CL in the DFS both at local and national levels (previously nonexistent).
- Different institutions and organizations (Winrock, CSOs, the media, government agencies and local authorities), with distinct natures and divergent mandates, had interconnected discourse and actions. This is a remarkable achievement as, in practice, prior to this project they had never collaborated in a similar manner on CL in the DFS.
- Through awareness raising and advocacy the CLIMB project and its partners achieved the inclusion of DFS in the Bangladesh list of WFCL.
- The project, through the NAP II formulation and implementation process, positioned Winrock and its partners advantageously to influence national policies and decision-

making processes. This is particularly significant for an INGO and national CSOs, as such capacity is usually reserved for international organizations such as the ILO and/or UNICEF.

- The livelihood component has the potential to provide families with a much needed, additional household income. However, this potential will, most likely, still need time and ongoing support from Winrock and its partners to fully develop and mature.
- Some stakeholders reported a steep decline of CL in the DFS as a result of the CLIMB project. However, at this point in time, the evaluator could not validate this report with empirical data.
- Likewise, interviewees reported an increased attendance of DFS child workers in school. However, once again, the evaluator could not corroborate these reports with firsthand evidence.

3.2.3 Efficiency

Based on the data provided by Winrock, the total budget allocated to the CLIMB project was USD 2,250,000. Exhibit 17 below shows the budget allocated divided by line items.

Exhibit 17. CLIMB’s Budget and Expenditures (USD) May 2021

| Budget Line Item | Approved Budget Modification 3 (December 2020) | Actual Expenditure - Dec '17 thru Mar '21 | Projected Expenditures Apr '21 thru May '21 | Actual plus Projected Expenditure Dec '17 - May '21 | Projected Variance thru end of project | Variance (%) thru end of project |
|--|--|---|---|---|--|----------------------------------|
| I. Personnel (Salary, Fringe) | \$782.296 | \$769.355 | \$52.146 | \$821.501 | (\$39.205) | -1,74% |
| II. Local Consultants | \$28.497 | \$17.956 | \$1.924 | \$23.727 | \$4.771 | 0,21% |
| III. Travel | \$97.550 | \$87.541 | \$1.935 | \$89.477 | \$8.073 | 0,36% |
| IV. Equipment | \$19.759 | \$19.823 | \$0 | \$19.823 | (\$64) | 0,00% |
| V. Other Direct Costs | \$94.331 | \$84.230 | \$7.441 | \$96.848 | (\$2.517) | -0,11% |
| VI. Subawards | \$500.781 | \$440.637 | \$31.927 | \$472.564 | \$28.217 | 1,25% |
| Subcontract (Outcome 1 - Research) SUIT | \$112.000 | \$103.190 | \$8.810 | \$112.000 | \$0 | 0,00% |
| Subaward (Outcome 2) - INCIDIN | \$84.594 | \$75.426 | \$9.168 | \$84.594 | \$0 | 0,00% |
| Subaward (Outcome 3) - YPSA | \$94.726 | \$80.861 | \$0 | \$80.861 | \$13.865 | 0,62% |
| Subaward (Outcomes 1-3) - Media partner (BCCP) | \$105.462 | \$91.513 | \$13.949 | \$105.462 | \$0 | 0,00% |

| Budget Line Item | Approved Budget Modification 3 (December 2020) | Actual Expenditure - Dec '17 thru Mar '21 | Projected Expenditures Apr '21 thru May '21 | Actual plus Projected Expenditure Dec '17 - May '21 | Projected Variance thru end of project | Variance (%) thru end of project |
|--|--|---|---|---|--|----------------------------------|
| Subaward (Outcome 2 & 3) CSO Advocacy & Engagement Partner (ACLAB) | \$104.000 | \$89.648 | \$0 | \$89.648 | \$14.352 | 0,64% |
| VII. Activities - Outcome 1 | \$500 | \$176 | \$0 | \$176 | \$324 | 0,01% |
| VIII. Activities - Outcome 2 | \$1.320 | \$320 | \$0 | \$320 | \$1.000 | 0,04% |
| IX. Activities - Outcome 3 | \$2.570 | \$1.570 | \$0 | \$1.570 | \$1.000 | 0,04% |
| X. Cross Cutting Activities | \$42.192 | \$24.920 | \$469 | \$25.389 | \$16.803 | 0,75% |
| XI. Monitoring & Evaluation | \$31.954 | \$9.663 | \$360 | \$10.024 | \$21.930 | 0,97% |
| XII. VAT | \$7.763 | \$11.541 | \$0 | \$11.541 | (\$3.777) | -0,17% |
| | | | | | \$36.553 | |
| XIII. Indirect Costs | \$640.486 | \$614.315 | \$41.889 | \$677.039 | (\$36.553) | -1,62% |
| TOTAL COSTS | \$2.250.000 | \$2.082.047 | \$138.091 | \$2.250.000 | \$0 | 0,00% |

Source: Winrock International

Overall budget execution rates were good. As of March 2021, the delivery rate amounted to USD 2,082,050, which is 92.53 percent of the total allocation. When the evaluation team assessed the actuals plus projected expenditure, this figure totals 100 percent. The budget/expenditure's variance until the end of project is overall, and by budget items, insignificant, both in absolute terms and in percentages (ranging from -1.74% to 0.97%).

Exhibit 18 below shows that the expenditure for implementing the Project's Outcomes (subawards) amounts to USD 472,565. This is 21 percent of the total project cost. The remaining 79 percent corresponds to various budget lines, especially personnel, which amount to USD 821,501. The evaluation team found this to be consistent with the project conception and implementation, as it relies on strong technical assistance from Winrock and the CLIMB team.

Exhibit 18. Expenditures by Outcome (USD) May 2021

| Outcomes | Approved budget* | Actual plus projected expenditure | Variance (%) through end of project |
|------------------------|------------------|-----------------------------------|-------------------------------------|
| Outcome1 Research-SUIT | \$112.000 | \$112.000 | 0,00% |
| Outcome 2 INCIDIN | \$84.594 | \$84.594 | 0,00% |
| Outcome 3 YPSA | \$94.726 | \$80.861 | 14.7% |
| Outcomes 1-3 | \$105.462 | \$105.462 | 0,00% |

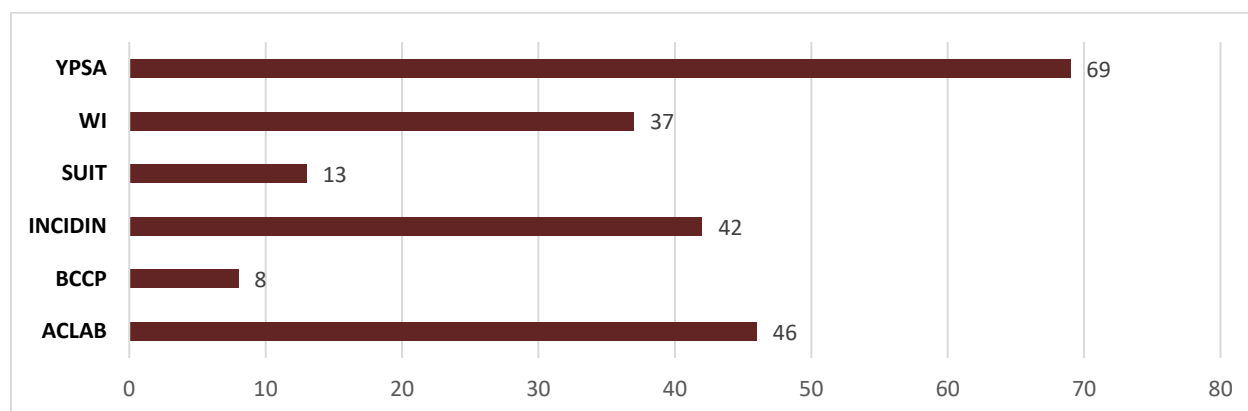
| | | | |
|----------------------|-------------------|-------------------|-------------|
| BCCP | | | |
| Outcome 2 & 3 ACLAB | \$104,000 | \$89,648 | 13.8% |
| Total/Average | \$ 500,782 | \$ 472,565 | 5.6% |

*Subawards, Source: Winrock International

The budgetary implementation by outcome is consistent with the level of the project's performance. It is also in line with the achievement of expected results and established objectives. Based on the review of the relevant documentation and compared with the feedback received from stakeholders during interviews, the evaluation team concludes that the results achieved to date justify the expenses of the CLIMB project.

As shown in exhibit 19 below, 202 activities were implemented by CLIMB and its implementing partners, a comparatively high number.

Exhibit 19. Number of Activities Implemented by Implementing Partners



Source: CLIMB MIS Dashboard

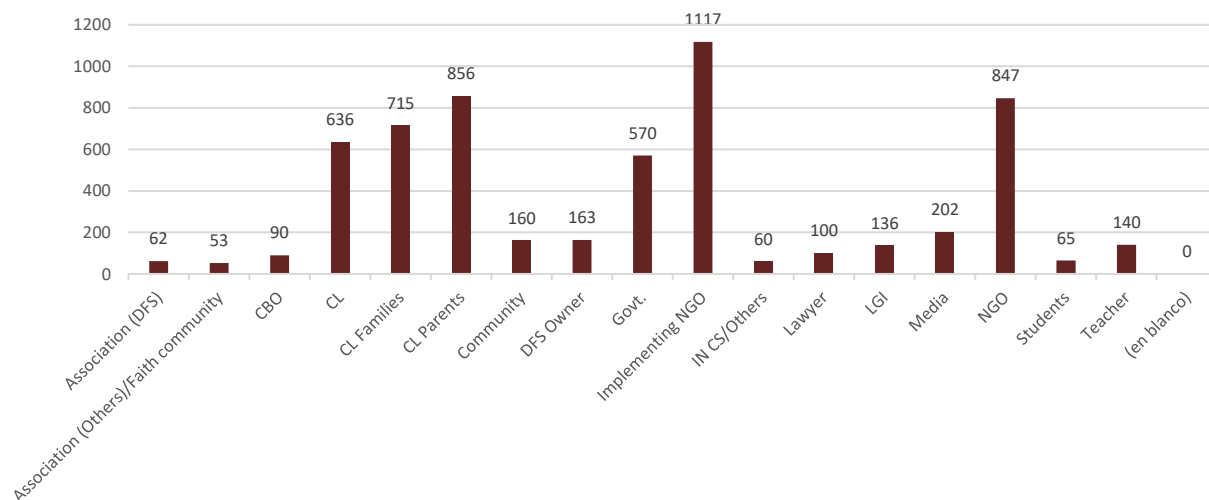
Although some of the CLIMB’s activities were delayed, the project’s outcomes and products were delivered as expected and with satisfactory quality, as confirmed by interviewees. Also, the indicator achievement rate was remarkably elevated. Out of the 36 indicators, 27 attained a 100 percent achievement rate, four are in the range of 90-98 percent, and 5 were rated 69-81 percent.

A high indicator achievement rate was attributable to the congruence between CLIMB’s efforts and national and local priorities, to the high quality of CLIMB staff, and also to its coordination with the implementing partners. As several key stakeholders interviewed underlined, CLIMB staff had both the technical skills and experience working with government agencies, CSOs, and other key stakeholder groups involved to ensure a high standard of implementation.

Additionally, the standard of support offered by Winrock HO was high, based on its substantial prior experience in Bangladesh, in CL, and in many other areas of expertise related to the project implementation. These have been fundamental factors of success.

Primary and secondary data confirmed that the interventions were managed and implemented with the contribution and support of a considerable amount of local and national partners and a very large number of participants. In all, as shown in exhibit 20 below, the number of CSOs and other stakeholders participating in the CLIMB project amounted to 5,972.

Exhibit 20. Number of CSOs & Other Stakeholders Participants in CLIMB Project



Source: CLIMB MIS Dashboard

Taking into account the range of interventions conducted (knowledge generation, capacity building, policy development, support to CL families, COVID-19 emergency relief, and so forth), the number and quality of the products generated, the indicators' achievement rates, and the number of stakeholders involved, the evaluation team found that CLIMB efficiently used financial, material, and human resources. The evaluator found a satisfactory relationship between the financial resources invested and the results obtained.

3.3 Sustainability

In this section the evaluation team reviewed the following questions related to sustainability as requested in the TOR: What is the likelihood that the benefits of project activities will continue absent ILAB support or other external resources? To what extent are local and national stakeholders able to ensure that the activities and changes implemented by the project endure? What were the main internal and external factors that facilitated or limited the project's ability to successfully transfer ownership of the models developed by the project to national stakeholders, and what strategies or measures did the project adopt to address these factors? In addition, this section includes relevant information that led the evaluator to assess the propensity for sustainability based on the ratings previously presented in Exhibit 8.

3.3.1 Likelihood of Continuity

Primary and secondary information show that, overall, the project established the basis for its sustainability by improving the capacity of civil society to (1) identify and document information on the nature and scope of child labor (CL), forced child labor (FCL), and unacceptable conditions of work for children in the dried fish sector (DFS); (2) raise awareness and advocate for the protection of children from CL, FCL, and/or unacceptable conditions of work in DFS; and (3) implement initiatives to address CL, FCL, and/or unacceptable conditions of work for children in DFS,

Building on past and on-going Winrock experiences and resources and collaborating and coordinating with a wide range of partners and stakeholders, proved to be essential for a successful implementation. Most likely this will also be a contributing factor for sustainability. Likewise, raising the awareness, capacities, and commitment of CSOs to advocate effectively for the elimination of CL/FCL in DFS, was a cornerstone for progress in inter-institutional cooperation.

However, many stakeholders underlined that the commitment and cooperation still need to be strengthened and face the risk of being diluted if the project/Winrock does not further encourage them. There is wide-spread agreement among key stakeholders that further technical and financial assistance are needed for the benefits of the project's activities to continue in the future.

3.3.2 Prospect of National Stakeholders Ensuring the Continuity of the Activities and Changes Implemented by the Project

The CLIMB project supported the GoB in revising the National Plan of Action (NPA) to Eliminate Child Labor (2021-2025) and advocated for the inclusion of the DFS in the list of hazardous occupations for children under the revised NPA.

Further, the MoLE identified a nine-point strategy to support the National Child Labour Elimination Policy 2010 and National Plan of Action (NPA) to eliminate child labor by 2025. The strategy also divided responsibilities among 10 ministries.²⁷ The document review, KIIs, and FGDs indicated that the dedication to fight CL is likely to continue from a policy perspective, provided additional activities are carried out by Winrock to strengthen the awareness of the implications of CL in the DFS.

While the project did not have a mandate to engage the GoB to fight CL broadly, there was recognition by CLIMB that to support sustainability the GoB would need to be further engaged and thus CLIMB's advocacy work expanded beyond the originally conceived engagement. GoB has essential role in tackling CL and more specifically CL in the DFS. The GoB likely will remain dedicated to fight CL from a policy perspective. However, it is unclear what commitments the GoB will make in terms of resources to ensure that policies and legislation are further developed and enacted. Future programming should enhance the capacity of government officials along with CSOs to work towards more sustainable outcomes.

The project was also effective in building the capacity of local researchers and CSOs, it effectively engaged with the media, and it revived CL Committees. Whether these achievements will be sustainable without further external encouragement and support from Winrock remains uncertain.

Further, while CL practices are definitely linked to the poverty levels in the communities, many stakeholders opined that there is also an important socio-cultural dimension. Thus, increasing the awareness of the negative effects of CL demands a big cultural paradigm shift, correcting attitudes and behaviors present for a long time. According to the vast majority of stakeholders consulted, bringing about such a change will require further support.

Moreover, the capacities of the beneficiaries of the livelihood component must increase to ensure the sustainability of the achievements of the project. This has not been sufficiently accomplished yet, in view of the relatively short time available to implement such component. Most of the project's stakeholders considered that further external technical and financial support is necessary to consolidate the project's achievements and to strengthen their sustainability.

3.3.3 National Ownership

CLIMB worked in a participatory way with a wide range of stakeholders (CSOs, GoB, the media) to identify deficiencies in their capacities and to set their capacity building needs. Interviews confirmed that, through these processes, the project's stakeholders and beneficiaries took ownership of the CLIMB interventions and likely will continue supporting efforts to reduce and prevent CL in the DFS, as much as possible, beyond the end of the CLIMB project.

²⁷ Distributing the responsibilities: 9-point strategy for elimination of child labor. BDNews24. October 2020. <https://m.bdnews24.com/amp/bn/detail/bangladesh/1815461>.

Likewise, the project held coordination and planning meetings with CSO partners, the broader CSO, the government and other key stakeholders. The Pre-Situational Analysis as well as the Research Report on CL in the DFS generated knowledge from communities, CSOs, and stakeholder groups to inform CLIMB's approaches and interventions. It also built credibility and ownership of the project and of the awareness, advocacy, and services that the project provided to the different stakeholders and beneficiaries.

In addition, the project worked with local CSO partners to strengthen their capacities to raise awareness, engage in advocacy, deliver and services through training and mentoring based on joint assessments and prioritizing of capacity development needs. Using the *Research Capacity and Performance Assessment (RCPA)* and the *CSO Technical Capacity Assessment (CTCA)* tools, the CLIMB team, along with advocacy, media, and service delivery strengthening partners, jointly assessed and delivered relevant capacity building interventions. The CLIMB project expects that when it ends, CSO partners and other national and local CSOs will continue to use their increased capacity to achieve meaningful CL reduction in DFS communities.

Moreover, CLIMB addressed the gaps in knowledge and capacity that limit CLWCs' abilities at national and subnational levels to serve as the steering bodies for effective coordination, planning, and monitoring of efforts to eliminate CL in the DFS.

The project's endorsement by government, district and local authorities, project partners, CSOs (national and local), communities, the media, and employers demonstrated its national and local ownership. Also, national stakeholders' coordination and organizational capacities improved significantly, which was instrumental for the project's implementation. Most stakeholders stated that this ownership and cooperation should be strengthened, and risks being diluted if the Winrock/CLIMB does not continue to encourage it.

3.3.4 Sustainability Achievement Rating by Outcome

Outcome 1: Improved capacity of civil society to identify and document accurate, timely, and user-friendly information on the nature and scope of child labor (CL), forced child labor (FCL), and unacceptable conditions of work for children in the dried fish sector (DFS).

Sustainability rating: **Above-moderate**

CLIMB improved the capacity of the Sustainable Upliftment Initiative Trust (SUIT) to conduct high quality research on CL, FCL, and unacceptable working conditions for children in the DFS. While such capacities are deemed sufficient to ensure continuity in researching CL/FCL in the DFS, key stakeholders consulted were of the opinion that further financial resources and eventually, additional technical support, will be needed for sustaining/scaling the results achieved so far, as highlighted in Section 3.3.1.

Outcome 2: Improved capacity of civil society to raise awareness and advocate for the protection of children from CL, FCL, and/or unacceptable conditions of work in DFS.

Sustainability rating: **Above-moderate**

CLIMB made important contributions to increase the capacity of CSOs to raise the commitment of local actors to support action against CL/FCL. Moreover, the project accomplished a number of worthy results that were not included in the original project design. For example, CLIMB supported Child Labor Committees, provided inputs in the process of developing the draft NPA, and achieved to include the DFS in the MoLE's list of hazardous CL sectors.

Whether the commitment of CSOs, local stakeholders and CL Committees to support action against CL/FCL in the DFS can be sustained in the future without further financial and technical support is unknown. However, it seems rather unlikely, based on some testimonies gathered by the evaluator, as well as the lack of a "new" actor to fill the vacuum left by the project to encourage

commitment and cooperation among these various actors. This is consistent with what we discussed in Sections 3.3.1 and 3.3.3, including national stakeholders who may be in a better place to take up this role as mentioned in Section 3.3.2.

Outcome 3: Improved capacity of civil society to implement initiatives to address CL, FCL, and/or unacceptable conditions of work for children in DFS, including facilitated access to grievance mechanisms and remedy for victims of labor exploitation, and the provision of direct services in response to the COVID-19 pandemic.

Sustainability rating: **Above-moderate**

CLIMB was very effective in improving the capacity of civil society to advocate and implement initiatives to eliminate CL/FCL in DFS. It was also effective in implementing initiatives to address CL, including facilitating access to grievance mechanisms, providing remedies for victims of labor exploitation, and establishing referral mechanisms to provide vulnerable families with critical services. Moreover, the project provided COVID-19 related emergency assistance.

Nonetheless, there was widespread agreement amongst key stakeholders consulted by the evaluator that additional financial and technical resources are needed for sustaining/scaling such results as emphasized and discussed in previous sections. In other words, while the capacity to implement initiative seems to have been installed among civil society, continuity of implementation of activities such as the establishment of the grievance coordination team, the advocacy network, or the referral system, is less assured without financial support.

4. LESSONS LEARNED AND PROMISING PRACTICES

The evaluation team gathered lessons learned and promising practices from interviewees' perspectives and CLIMB TPRs and analyzed these materials to prepare the final evaluation report. The lessons reflect both the project's successes and limitations. The promising practices represent approaches or intervention strategies implemented by CLIMB that the evaluation team considered worthy of replication due to their effectiveness and sustainability.

4.1 Lessons Learned

1. Timely development of Pre-Situational Analysis (PSA). PSAs are important to understand the project's intervention context, needs, and challenges to fine-tune the project's strategies and actions. Thus, timely development of PSAs is necessary to provide valuable information that will support the project design and implementation.
2. Awareness raising, advocacy, capacity building, and IGAs are necessary, but not sufficient to eliminate CL in the DFS communities. CL is deeply embedded within the socio-economic and cultural background of the people involved in the DFS. Therefore, all relevant parties must be included broadly in awareness raising activities, advocacy, and capacity building to eliminate CL in the DFS. Nevertheless, although these are *necessary* interventions, they alone are *insufficient* to eliminate child labor in the DFS communities. Educational services (primary education, non-formal education, and skills training for older children) must be made available to children to achieve this goal.

Further, the income generating activities (IGA) should not be seen as a panacea to solve poverty problems within the communities. Alternative livelihoods can complement the DFS activities of the communities, but not substitute for them. In the long term, these families need job opportunities and decent work.

3. Long-term processes. Projects that intend to generate capacities, shape policies and policymaking, change behavioral patterns to improve capacity to address CL/FCL, and promote acceptable working conditions for children require medium and long-term processes. Thus, to achieve, consolidate, and evaluate the results of CLIMB's interventions to address these issues requires an extended period.

4.2 Promising Practices

1. The "ripple effect" worked. CLIMB's "ripple effect to eradicate CL is an emerging good practice of this project. The project realized this effect through complementary actions of different initiatives that focused on certain aspects of CL, and, at the same time, were coordinated by the overall strategic approach of the project. The project focused on more than just the immediate root causes of CL. It emphasized work at different levels of policy and institutional capacities and in community mobilization. CLIMB positively affected the interventions carried out at national, district and local levels.

The combination and coordination of different implementing partners and interventions proved to be an essential element for successful project implementation. Additionally, partnering with government authorities, CSOs, the media, and other entities, and capacity building and sensitization at all levels were crucial to the project's achievements. Finally, advocacy ensured that the project was mainstreamed at the national and local levels and fostered participation and synergies among the different key stakeholders related to CL and child protection issues.

2. Enabling environment. Certain circumstances proved decisive to create an enabling environment for the swift implementation of "CLIMB-type projects" and/or for generating ripple effects. These included the overall environment, the country's situation at the outset of the

project with regard to CL capacities, receptiveness to CLIMB activities, and ownership. These circumstances were favorable in Bangladesh and CLIMB took advantage of and maximized them.

3. *Participatory approaches*. CLIMB worked with the local and national level CSOs, GoB officials, media partners, and research institutions to identify and develop their own institutional plans to increase their capacity to address and tackle DFS CL/FCL issues. Each partner fully participated in identifying what it needed to achieve capacity development outcomes, which, in turn, generated ownership of the project's interventions. The project provided needs-based training, coaching, and mentoring, and facilitated and synchronized the work of all five implementing partners, which ensured the project's successes.
4. *Support to the performance of existing roles*. A good practice that the CLIMB project carried out was to support or facilitate the performance of existing roles belonging to different institutions, partners, and stakeholders, rather than assigning new roles to them. This required the partners (governmental or non-governmental) to actively participate or take action, more or less directly, to advance the project's goals. In this regard, CLIMB correctly assessed the work that these parties were already carrying out and respected their missions and visions to further strengthen the project's achievements.
5. *Capacity strengthening was embedded throughout all CLIMB activities*. Winrock strategically selected and cultivated relationships among the implementing partners. In turn, each partner committed to partnering, learning-by-doing, adapting, and sharing experiences in real time as they set about completing their Scopes of Work (SoW) for sub-awards to reduce CL.
6. *Learning by doing and peer-to-peer training approaches*. The project's overarching strategy of creating opportunities for its partners to learn-by-doing and from one another, led to greater and more sustained outcomes. The benefits provided to the implementing partners contributed to the "ripple effect" and flowed down to the CSOs they worked with in the local and national advocacy networks, NCLWC/DCLWC/UCLWC, information service center, and journalist networks.
7. *Contributions to the NPA and the list of hazardous occupation for children*. The CLIMB project, through its implementing partner INCIDIN Bangladesh, supported the revision process of the National Plan of Action (NPA) to Eliminate Child Labor (2021-2025) by organizing several consultative meetings (in person and virtual meetings) between January and November 2020. During these meetings, CLIMB provided the justification for the inclusion of the DFS in the list of hazardous occupations for children. As a result of these efforts, GoB revised the NPA and included the DFS in the list of hazardous occupations for children.

5. CONCLUSIONS AND RECOMMENDATIONS

In this section, the evaluation team presents conclusions about the project's performance according to each of the evaluation criteria. The team also makes recommendations based on the evaluation findings presented in Section 2.4.7 and the lessons learned, and promising practices presented in Section 0.

5.1 Conclusions

5.1.1 Relevance and Coherence of Project Design

The evaluation found that the project's design and its objectives and outcomes were highly relevant to the CL context in Bangladesh's DFS.

The CLIMB project was formulated in reference to the 2017 USDOL FOA for *Building the Capacity of Civil Society to Combat Child Labor and Forced Labor and Improve Working Conditions*. The project was also conceived in line with the 2016 USDOL-ILAB Findings on the Worst Forms of Child Labor, and on the basis of the limited data and studies available (BBS-ILO and UCW).

Moreover, the project built on the initial consultations that the CLIMB team conducted to prepare for the project, and existing relationships with GoB and CSOs in Cox's Bazar and Dhaka.

Winrock based the project's design on a thorough problem analysis, a sound Theory of Change, a solid internal logic, and a robust Results Framework. Winrock formulated the project's strategy in a clear and concise manner, presenting the necessary and relevant information to understand its approach to tackle CL and FL in the DFS.

Also, the CLIMB project is aligned with the MoLE's *National Child Labour Elimination Policy* (NCEP), as well as with the *Child Labour National Plan of Action* (NPA). The fight against CL is a priority for GoB which is committed to eliminate it by 2025 as per Bangladesh's commitment to attaining SDGs.

Furthermore, CLIMB proved to be relevant to tackle the challenges identified regarding the fight against CL in the DFS in Bangladesh. The project responded adequately to the needs of the beneficiaries by increasing awareness and advocating on the need to eliminate CL in the DFS, reinforcing CL committees both at the central and local levels, supporting CL communities, and providing families with skills and support to start income generating initiatives.

The project was very pertinent throughout its implementation and will continue to be relevant in the immediate future. The national stakeholders and the beneficiaries interviewed unanimously asked for further support to consolidate and expand the project's achievements.

5.1.2 Effectiveness

The project was effective in improving the capacity of CSOs to understand and address CL and FCL and promote acceptable working conditions for children in the DFS in southeast Bangladesh.

CLIMB made significant contributions to build the capacity of local academics to conduct high quality research on CL, FCL, and unacceptable working conditions for children. Also, the project, in association with its implementing partners, increased the capacity of CSOs to raise the commitment of local actors to support action against CL/FCL through multiple activities.

Moreover, the project and its implementing partners developed advocacy efforts to include the DFS in the *Child Labour National Plan of Action* and participated in talks and provided inputs in the process of developing the draft NPA. Furthermore, the CLIMB project provided recommendations to revise the list of hazardous sectors and succeeded in having DFS included in the list.

Additionally, the evaluation concluded that the project contributed to increase the CSOs' capacity to advocate effectively for the elimination of CL/FCL in DFS and to implement initiatives to address CL. CLIMB also provided vulnerable families with critical assistance, including grievance mechanisms, government services, and livelihood services.

Moreover, CLIMB redirected some of its budget to emergency support for CL families. The combined efforts of CLIMB partners, ACLAB, and YPSA were successful in leveraging emergency support to the DFS communities during the COVID-19 pandemic. CLIMB and partners provided 500 families with emergency COVID-19 assistance (of which 240 also received livelihood training), and an additional 856 families received referrals for services.

Despite the challenges posed by the COVID-19 pandemic, CLIMB continued to implement the project and achieve the expected outputs and outcomes.

The evaluation found that the project's strategies were effective, and that the implementation strategy, based on the Winrock-CLIMB partnership arrangements with YPSA, INCIDIN, ACLAB, BCCP, and SUIT, allowed for flexibility and adaptation of the project interventions to the different needs and contexts. It also allowed for a good adjustment at both the national and local levels, as well as interventions tailored to the needs of the different stakeholders and beneficiaries.

Further, the project's strategy was both relevant and effective. The project improved GoB's and CSOs' capacities to implement initiatives to address CL and unacceptable working conditions for children in DFS. Increased capacities are essential to support GoB in reaching the objective of eliminating CL by 2025.

With respect to the project's Comprehensive Monitoring and Evaluation Plan, the evaluation concluded that the CMEP provided an effective means to monitor project progress and achievements.

5.1.3 Perceived Impact

The evaluation did not find any evidence that the project generated unintended negative effects. On the contrary, document review and testimonies collected from stakeholders revealed that the project produced the following noteworthy results: (i) CLIMB positioned CL in the DFS in the social and political agendas; (ii) the project effectively promoted dialogue and coordination amongst different institutions and organizations that now have interconnected discourse and actions; (iii) the CLIMB project and its partners achieved the inclusion of DFS in the Bangladesh list of WFCL; (iv) WI and its partners gained influence over national policies and decision-making processes through the NAP II formulation and implementation process; and, (v) the project's livelihood component has the potential to provide families with a much needed, additional household income.

Some stakeholders reported a steep decline of CL in the DFS as a result of the CLIMB project. However, the evaluator could not validate this claim with empirical data. Likewise, interviewees reported that former child worker in the DFS increased school attendance. The evaluator also could not corroborate this reported outcome.

5.1.4 Efficiency

The evaluation team concluded that CLIMB efficiently used financial, material, and human resources, based on the project's range of interventions, addressing knowledge generation, capacity building, policy development, support to CL families, and COVID-19 emergency relief, the number and quality of the products generated, the indicators' achievement rates, and the number of stakeholders involved. Furthermore, not having any staff turnover throughout the life

of the project helped enhance its efficiency. There is a satisfactory relationship between the financial resources invested by the project and the results obtained.

5.1.5 Sustainability

The project established a basis and justification for its sustainability by providing high quality technical assistance, capacity building, awareness raising, advocacy, and support to families and children. The fact that the project built on past and on-going Winrock experiences and resources and collaborated and coordinated with a wide range of partners and stakeholders, likely will contribute to its sustainability.

The project raised awareness, capacities, and commitment of national/local actors, which are cornerstones for progress in inter-institutional cooperation. However, these actors' commitment and cooperation still need to be strengthened, and risk being diluted if the project/Winrock does not further encourage them. Furthermore, capacity building through training activities and technical and financial assistance are necessary to ensure the project's activities and its benefits continue in the future.

While government engagement was not part of the CLIMB's scope, the government's role in tackling CL and more specifically CL in the DFS is essential. Future programming should expand the scope to enhance the capacity of the government officials along with CSOs for more sustainable outcomes. The GoB likely will continue to commit to fight CL from a policy perspective. However, it is unclear what financial and resource commitments GoB will make to ensure that policies and legislation are further developed, enacted, and implemented. Future policy and law enforcement largely will dictate the sustainability of policies countering CL. Moreover, as most of the stakeholders and project staff reported while CL practices are linked definitively to the poverty levels, there is also an important socio-cultural dimension. To shift of attitudes and change of opinions about CL requires increasing awareness of the negative effects of CL and a big cultural paradigm shift that has not yet been consolidated and will need further support.

The project achieved national and local ownership and cooperation and was endorsed by GoB, district and local authorities, project partners, CSOs (national and local), communities, the media, employers, and other parties. Winrock/CLIMB should continue to strengthen and encourage ownership and cooperation, so they do not diminish. Ultimately, further external technical and financial support are necessary to consolidate the project's achievements and to strengthen their sustainability.

5.2 Recommendations

The vast majority of stakeholders and beneficiaries interviewed in this final evaluation requested further assistance from Winrock and the donor in order to consolidate the results that have been achieved so far. The following recommendations are based on these findings and build upon the lessons learned and the conclusions obtained from the final evaluation. These recommendations should help guide future programming, or, specifically, if future stakeholders/project implementers, USDOL and/or Winrock International decide to continue implementing CLS initiatives in DFS communities in Bangladesh, with its own resources and/or with donor funds.

Addressed to Winrock/future implementers/the implementing partners, CLIMB team, and USDOL

Systematize and Disseminate Knowledge. To the extent possible, Winrock and the project team should systematize the knowledge generated, as well as the lessons learned and good practices produced in the following implementation processes: awareness-raising, capacity building, advocacy, policy, and institutional development (e.g., CLMCs, NAP), and IGAs, as well as with regards to the emergency response in the context of the COVID-19 pandemic. Winrock and USDOL should disseminate such knowledge not only in Bangladesh, but also in other

countries and/or regions (with Winrock Home Office's support) in which Winrock and/or USDOL implements CL interventions. This systematization and dissemination of knowledge would make CLIMB's good practices available for national and local CSOs, government agencies, donors, cooperation agencies/INGOS, civil society, academia and Winrock teams in order to promote learning for future programming in similar contexts, facilitate scale-up and/or replication of the project, as well as mobilize resources to finance future programming.

Continue to Support the Livelihood Component. In the very short term, the Winrock-CLIMB team and the relevant implementing partners and/or future implementers of similar initiatives should map the situations of the different IGAs supported by the project, their current statuses, and their short and medium-term follow-up needs. In the mid-term, the Winrock-CLIMB Team/implementing partners should continue to provide support to the IGA beneficiaries so they can begin production (e.g., tailoring, handcrafts), harvest their agricultural products (vegetables), finish raising poultry and goats, and commercialize their products. Also, Winrock and its partners should provide further support to train beneficiaries to build on the scale they are currently in, develop business plans, market their products, monitor the development of the IGA, and reinvest their profits.

Addressed to the implementing partners/future implementers, CSOs, GoB authorities at the central and local levels, and USDOL

Promote Access to Education. Winrock/ future implementers of similar initiatives, the project partners, and CSOs, together with the education and other relevant authorities at the national and departmental/local levels, should formulate a plan that enables their mainstreaming into the education services available (primary, non-formal, skills training, and VET). Also, the evaluator strongly recommends that all abovementioned parties take relevant and coordinated action to expand the existing educational offerings in and near the targeted communities.

Further promote gender mainstreaming and women's empowerment. The research on CL revealed that 72 percent of the workers in the DFS are women. An intervention that works to empower girls and women can help change attitudes and behavioral patterns and help women and girls take individual and collective action in various contexts, such as households, workplaces, and communities. DFS communities are found in rural and often remote areas in which family and political structures tend to restrict women from decision-making processes. Nevertheless, women frequently have their own, different insights on certain community-related issues. Reinforcing on women's empowerment (e.g., that women should not be discriminated against in the work force) by improving women's social, economic, and political status; including women in decision-making processes; promoting behavioral changes among men and women; and challenging certain social patterns is central to fight CL in the DFS. Therefore, Winrock/future implementers and the USDOL should further promote gender mainstreaming and women empowerment into the design of future programming.

Addressed to future implementers/the implementing partners, and USDOL

Quantify the project's impact in reducing CL and increasing children's school attendance. As indicated in this report, some stakeholders reported a steep decline of CL in the DFS and that former DFS child workers' attendance at school increased as a result of the CLIMB project. However, the evaluator could not validate this report. CLIMB implementing partners and/or future implementers of similar initiatives should quantify the project's impact on reducing CL and increasing children's school attendance. Although these results were not included in the project's design, when looking at eventual future interventions, it would be important to corroborate whether CLIMB's research, awareness rising, capacity building, advocacy, and livelihoods support resulted in reducing CL and/or increasing children's school attendance.

Identify windows of opportunity and continuity openings. Winrock, the CLIMB team, the Implementing Partners and/or future implementers of similar initiatives should identify windows of opportunity and continuity openings that were opened/generated from CLIMB’s implementation. Some examples could be the following: further awareness raising; advocacy and capacity building; gender mainstreaming; support to the NAP formulation and implementation; support to CLMCs; consolidation of IGAs; educational opportunities for children at work; or, extension to other DFS communities.

Addressed to future implementers/the implementing partners, GoB, and USDOL

Maintain Support to DFS Communities. Many stakeholders interviewed, as well as beneficiaries, requested that the project maintain support to DFS communities. The evaluator considers that by further developing the project’s interventions (e.g. awareness rising; capacity building; advocacy, policy, and institutional development; support to CL Committees; referral services; income generating activities) future implementers of similar initiatives can sustain the results achieved and will reduce CL and FCL, and further promote acceptable working conditions for children in the DFS in southeast Bangladesh in the long term. With continuing support, future implementers could scale-up the interventions to reach a larger number of CLs and extend the activities to additional communities needing assistance.

Addressed to future implementers/the implementing partners, CSOs, GOB, and USDOL

Continue to Strengthen Social Protection Schemes in a Post-pandemic scenario. The evaluator recommends that Winrock, the implementing partners, CSOs, future implementers of similar initiatives, USDOL and the GoB continue to provide assistance to DFS communities to extend social protection with the objective of countering the effects of the crisis. To reach this objective, they should facilitate access to medical services and mitigate the social and economic repercussions of the pandemic by supporting households to secure basic income.

Addressed to USDOL, and other Grantees

Reinforce Completion of pre-situational Analysis before full project implementation begins. CLIMB’s PSA took too long to complete. In order to help find solutions with a better long-term outcome for the project, stakeholders and beneficiaries it would have been important that Winrock in coordination with ILAB ensured timely completion of PSA. Although USDOL no longer requires PSA as a formal deliverable for each project, it is important that USDOL funded-projects carry out adequate assessments of their implementation contexts and conditions as they finalize the design of the project activities and proceed to implement the project.

APPENDIX A: LIST OF DOCUMENTS REVIEWED

Operation and Reporting

- USDOL Funding Opportunity Announcement (FOA) for *Building the Capacity of Civil Society to Combat Child Labor and Forced Labor and Improve Working Conditions*
- CMEP documents and data in Annex A of the Technical Progress Reports (TPRs)
- Baseline pre-situational analyses
- Project document and revisions
- Project budget and revisions
- Cooperative Agreement and project modifications,
- TPRs and Status Reports submitted from the project start until evaluation fieldwork
- Project Results Frameworks and Monitoring Plans
- Work plans submitted with the TPRs
- Correspondence related to TPRs
- Management Procedures and Guidelines

Training and Capacity Building Materials

- *Comprehensive Mixed Method Research Report on Child Labor Situation in the Dried Fish Sector*. Sustainable Upliftment Initiative Trust (SUIT), 2020
- CLIMB's user-friendly materials to inform advocacy: i) research brochure ii) research two pager iii) research fact sheet iv) research press release v) presentation.
- *Creating Conversations and Solving Grievances*. Winrock International. <https://winrock.org/project/climb-ing-out-of-child-labor/>
- *Advocating for Increased Government Directives in Eliminating Child Labor in the Dried Fish Sector*. Winrock International. <https://winrock.org/project/climb-ing-out-of-child-labor/>
- *Adolescents engaged in dried fish processing look for alternative livelihoods*. Winrock International. <https://winrock.org/document/adolescents-engaged-in-dried-fish-processing-look-for-alternative-livelihoods/>
- Video: Presentation on New Research on Child Labor in the Dried Fish Sector in Bangladesh– September, 2020. Winrock International
<https://www.youtube.com/watch?v=eSw3xXO7u9k&t=1s>
- *Information Service Center in Naziratek, Cox's Bazar District: An Information Hub for a Dried Fish Processing Community*. Winrock International
<https://winrock.org/document/information-service-center-in-naziratek-coxs-bazar-district-an-information-hub-for-a-dried-fish-processing-community/>
- MoLE Public Service Announcements and short documentary as part of a Hazardous Child Labor Elimination Awareness.
https://www.youtube.com/watch?time_continue=6&v=YUsUnOJWVf0
<https://www.youtube.com/watch?v=xu5J3g0seVY>
<https://www.youtube.com/watch?v=ZD4-6YbWxds>

Research and Context Literature

- 2016 Findings on the Worst Forms of Child Labor, USDOL, ILAB. <https://www.dol.gov/agencies/ilab/resources/reports/child-labor/bangladesh>.
- List of Goods Produced by Child Labor or Forced Labor. US Department of Labor. Bureau of International Labor Affairs (ILAB). September 30, 2020. <https://www.dol.gov/agencies/ilab/reports/child-labor/list-of-goods>
- Understanding Children's Work Programme. 2011. Understanding children's work in Bangladesh. Rome.
- Hussain, Anwar. 2015 Dried Fish: Rising demand shows bright prospect. The Independent. 4 October. <http://www.theindependentbd.com/home/printnews/17855>
- Bangladesh Bureau of Statistics with International Labour Organization. 2011. Working Children in the Dry Fish Industry in Bangladesh. Pilot Survey 2010. Dhaka.
- Zinnat, Mohammad Ali. 2015. Dry Fish Trade Thriving in Cox's Bazar of Bangladesh. The Daily Star. December 10. Dhaka.
- Campaign for Popular Education. 2011. The Status of Un-served Children in Education: Working Children in Bangladesh, A Situational Analysis. Dhaka, Bangladesh.
- National Child Labour Elimination Policy 2010. Ministry of Labour and Employment. Government of the People's Republic of Bangladesh. March 2010
- Child Labour National Plan of Action (NPA) 2012–16 (extended until 2021). Ministry of Labour and Employment. Government of the People's Republic of Bangladesh. 2012

APPENDIX B: SCHEDULE OF MEETINGS

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APPENDIX C: KII AND FGD GUIDES

Instrument Protocol for Informants

Consent Script

My name is [INSERT NAME] and first I would like to thank you for taking the time to talk to me. I am from IMPAQ International, a U.S.-based international policy research, technical assistance, and evaluation company.

IMPAQ is conducting an evaluation on behalf of the United States Department of Labor (USDOL) on the performance of the *Child Labor Improvements in Bangladesh* (CLIMB) implemented by Winrock International. I would like to ask you questions related to your experience with the project.

This interview will last approximately (INSERT DURATION). Your individual responses will not be shared with the grantee, USDOL, or anyone else outside the evaluation team. In the evaluation report, the evaluation team will summarize its findings across all respondents and not refer to specific individuals. Participation is voluntary; however, I hope that you will participate in this interview because your points of view will allow us to better evaluate the performance of the project and suggest improvements. You may decline to respond to our questions or end the interview at any time.

Do you have any specific questions? Can we start now?

Note: The evaluation team will translate and read this script as appropriate.

KII/FGD Questions

The evaluators will start each meeting with a general question, such as:

Please describe your activities as related to the project briefly. (This is not a requirement but is preferable. The brief description should take **no more than 10 minutes**. Please note that this is included to provide an opportunity for the interviewees to explain their work/experience in their own words, it serves as a type of ice breaker, and it also helps to set the scene for the consultant's questions.)

Relevance and Coherence of Project Design

1. To what degree was the project design, assumptions, theory of change and intervention logic appropriate and adequate to address civil society's response to CL and FCLFCL in the dried fish sector in Bangladesh?
2. To what extent was the project relevant to the context of the country including the specific needs of project participants, communities, and other key stakeholders?
3. To what extent has the project established links and coordinated with government and the network of civil society-led efforts to eliminate CL and FCL with other donor-funded interventions?

Effectiveness, Efficiency, and Perceived Impact

- i. To what extent has the project achieved its primary objective and planned outcomes, specifically regarding improving the:

- b. Capacity of local research institutions to conduct high quality research on CL, FCL, and unacceptable work conditions for children.
 - c. Increased capacity of civil society to raise the commitment of local actors to support action against CL/FCL.
 - d. Increased capacity of civil society to advocate effectively for the elimination of CL/FCL in DFS.
 - e. Increased capacity of civil society to provide vulnerable families with critical services: including grievance mechanisms, government services, COVID related emergency services and livelihood services.
1. How effective were the project's intervention and management strategies? What were the key strengths and limiting factors in project implementation and management? What areas need improvement?
 2. Did the project cause unintended (positive or negative) effects on its target communities and participants? If so, what were they?
 3. How has the project's Comprehensive Monitoring and Evaluation Plan (CMEP) provided an effective means to monitor project progress and achievements; to what extent has it been effectively used by the project to inform management decision making?
 4. To what extent has gender mainstreaming been addressed by the project? Has the project integrated gender equality as a cross-cutting concern throughout its methodology and all deliverables?
 5. During the last six months of the project when COVID-19 emerged, has it impacted the overall implementation and results? If yes, how, and to what extent was the project able to adapt to the COVID-19 pandemic, and what was the impact on overall implementation and results?
 6. Were the project activities efficient in terms of financial and human resources in relation to its results and outputs? What factors, if any, affected efficiency?

Sustainability

- i. What is the likelihood that the benefits of project activities will continue in the absence of ILAB or other external resources?
 - a. Are there any factors that limit or facilitate sustainability of project outputs or outcomes?
 - b. Would it have been possible for the project to improve their sustainability efforts? In what way(s)?
- ii. To what extent are local and national stakeholders able to ensure that the activities and changes implemented by the project endure?
- iii. What were the main internal and external factors that facilitated or limited the project's ability to successfully transfer ownership of the models developed by the project to national stakeholders, and what strategies or measures did the project adopt to address these factors?

- iv. What recommendations do you have to improve the project's results, impacts, or sustainability prospects?
- v. Are there any other issues you would like to address/discuss?

APPENDIX D: TERMS OF REFERENCE

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APPENDIX E: CLIMB OUTCOMES AND ACTIVITIES TABLE

| | |
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| Outcome 1: Improved capacity of civil society to identify and document accurate, timely, and user friendly information on the nature and scope of CL, FCL, and unacceptable conditions of work for children in DFS | |
| Sub-Outcome 1.1: Improved capacity of a local research institution to conduct high quality research on CL, FCL, and unacceptable conditions of work for children in DFS | |
| Output 1.1.1: Assessment and technical assistance on specialized research topics on CL/FCL in the DFS | <p>1.1.1.1 Conduct assessment of research partner's skills and experience in research methods, data presentation and knowledge of international best practice on safeguarding research respondents, research ethics and protection of confidential data</p> <p>1.1.1.2 Prepare curriculum and conduct training(s) based on assessment to meet skills gaps on research methods, data presentation and international standards on research ethics and data protection</p> <p>1.1.1.3 Assess research partner comprehensive mixed-method research study on CL, FCL, and UWC in the DFS in Cox's Bazar, completed in Y1 for post-training/mentoring improvements in approach and reports.</p> <p>1.1.1.4 Review research partner's legal review and policy analysis of CL definitions, the grievance process available to families affected by CL/FCL and UWC, and other relevant legal issues to assess changes in quality</p> |
| Sub-Outcome 1.2: Improved capacity of a local research institution to translate research into user-friendly materials to inform advocacy | |
| Output 1.2.1: Technical assistance on translating and disseminating research results into user-friendly materials | <p>1.2.1.1 Engage a local marketing/BCC/PR firm to work with research and CSO partners to develop messaging for awareness raising and advocacy with key stakeholder groups.</p> <p>1.2.1.2 Provide technical assistance through external consultant/CLIMB to improve research partner's ability to translate research findings into user-friendly outputs for stakeholders based on the assessment</p> <p>1.2.1.3 1.2.1.3 Produce practical user-friendly materials to provide evidence for stakeholders on CL/FCL and UWCC in DFS</p> <p>1.2.1.4 1.2.1.4 Organize dissemination workshops for stakeholders on research findings using user-friendly materials</p> |
| Outcome 2: Improved capacity of civil society to raise awareness and advocate for the protection of children from CL, FCL, and/or unacceptable conditions of work in DFS | |
| Sub-Outcome 2.1: Increased commitment among stakeholders for awareness raising | |
| Output 2.1.1: Awareness raising campaigns | <p>2.1.1.1 Review findings from the Pre-Situational Analysis and research partner's research on awareness, attitudes, and practices and develop appropriate awareness messages and delivery approaches.</p> <p>2.1.1.2 Support CSO partners to develop user-friendly awareness raising and communication materials, including posters, leaflets, media briefings, social media postings, theatre (puppet shows and scripted plays), radio public service announcements</p> <p>2.1.1.3 Conduct consultations and workshops with existing CSO networks and Director Inspection of Factories and Establishment (DIFE) on promoting awareness on CL/FCL and UWCC and current interventions in DFS using awareness raising materials and approaches</p> <p>2.1.1.4 Join other stakeholder groups in building general awareness through participation in relevant observance day activities, including: <ul style="list-style-type: none"> ▪ International Child Labor Elimination Day ▪ International Children's Day </p> |

| | |
|--|---|
| | <ul style="list-style-type: none"> ▪ Human Rights Day ▪ International Labor Day |
| Output 2.1.2: Networking/ consultation platforms with stakeholders | <p>2.1.1.5 Identify and build rapport with relevant stakeholder groups such as human rights groups, journalist and business associations through formal meetings/workshops to form an informal CL in DFS network.</p> <p>2.1.1.6 Advocate and support activation, coordination and functioning of National Child Labor Welfare Councils (NCLWC) at national, divisional, and district levels</p> <p>2.1.1.7 Through CSO partners build capacity of sub-district NCLWCs to work together and with district NCLWCs to monitor, report, and address CL in DFS</p> <p>2.1.1.8 Develop joint advocacy action plan with NCLWC, the District Child Rights Monitoring Forum and the Sub-District Child Labor Welfare Committee</p> <p>2.1.2 Conduct consultations/workshops/roundtable discussions with media houses/journalist associations to promote acceptable working environment in DFS</p> |
| Sub-Outcome 2.2: Government actors supportive of action against CL/FCL/UWCC in DFS | |
| Output 2.2.1: Consultations with relevant national and district-level ministries, CL and child rights committees | <p>2.1.2.1 Hold session(s) with child rights committees at district/sub-district level on DFS situation, health hazards, related laws and legal issues</p> <p>2.1.2.2 Invite key government stakeholder officials to CSO awareness and outreach activities</p> <p>2.1.2.3 Prepare and share policy analysis, research advocacy points for more credibility for engagement of government officials</p> <p>2.1.2.4 Hold awareness sessions with law enforcement agencies, elected bodies at district/sub-district level on DFS situation, health hazards and related laws and legal issues</p> <p>2.1.2.5 Meet with MoLE for the inclusion of CL/FCL involved in DFS in National Plan of Action (NPA) to prioritize positive government actions to strengthen collaboration and partnering</p> <p>2.1.2.6 Act as convening partner for CS-Government work planning, workshop and public forums</p> <p>2.1.2.7 Organize multi-stakeholder roundtables with the participation of the representatives of relevant ministries, CLIMB advocacy group and other stakeholders at national and divisional/district levels</p> <p>2.1.2.8 Consult relevant ministries on mapping of resources of NPA implementation linked with Sustainable Development Goals (SDG) with focus on DFS</p> <p>2.1.2.9 Organize meetings of CSOs with National Human Rights Commission on: <ul style="list-style-type: none"> ▪ inclusion of CL in DFS in the thematic areas of NHRC ▪ coordination and linkage between NCLWC and NHRC for strengthen and strategic development of NCLWC </p> <p>2.1.3 Meet with the Bangladesh Bureau of Statistics on inclusion of questions/issues relevant to CL in the dried fish processing sector in their regular statistical activities</p> |
| Sub-Outcome 2.3: Strengthened capacity of CSOs for advocacy for a stronger policy framework, more commitments to resourcing of CL prevention and protection | |

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| <p>Output 2.3.1: Trained CSOs on existing policies and effective advocacy</p> | <p>2.3.1.1 Support formation of CL in DFS-focused advocacy networks at national and district levels</p> <p>2.3.1.2 Refine the Winrock CSO technical capacity and performance assessment tools to reflect the findings and needs identified by the PSA and apply the tool jointly with CSOs identified for capacity development support</p> <p>2.3.1.3 Develop capacity development plan, training designs and materials for CLIMB-supported CSOs groups based on PSA recommendations and other CLIMB/CSO joint technical assessment and goal setting exercises</p> <p>2.3.1.4 Organize how-to trainings to build capacity for CSOs for advocacy and engagement on relevant CL laws, policies, resourcing, programs, and services</p> <p>2.3.1.5 Organize training and provide mentoring to supported CSOs on effective use of media for advocacy, including development of media briefs, how to provide advocacy messages during interviews, use of research and policy analysis to support media stories</p> <p>2.3.1.6 Carry out follow-up assessment of advocacy planning, implementation, use of research and policy analysis to determine improvement and inform additional training and mentoring</p> <p>2.3.1.7 Train and mentor CSOs on approaches for effective advocacy and engagement with the private and NGO sector to leverage efforts to mitigate economic drivers of child labor and deliver other child labor prevention and protection services.</p> |
| <p>Sub-Outcome 2.4 Increased CSOs capacity on IT based awareness raising and advocacy program</p> | |
| <p>Output 2.4.1 Trained CSOs on IT based application to raise awareness and advocacy</p> | <p>2.4.1.1 Training and mentoring to CSOs on “how to use media and social media for awareness raising, advocacy, policy development related to child labor”</p> <p>2.4.1.2 Training and mentoring to CSOs on expanded use of radio, TV, feature/smartphones for awareness and behavior change communication (COVID-19 response)</p> <p>2.4.1.3 Training and mentoring to CBOs and CSOs, private sector enterprises on IT based financial literacy, mobile banking, basic banking, legal documentations, business licensing etc to support the livelihood development of child workers and their family members</p> |
| <p>Outcome 3: Improved capacity of civil society to implement initiatives to address CL, FCL, and/or unacceptable conditions of work for children in DFS, including facilitated access to grievance mechanisms and remedy for victims of labor exploitation and the provision of direct services in response to the COVID 19 pandemic</p> | |

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| Sub-Outcome 3.1: Increased CSO advocacy capacity for enforcing laws relevant to CL/FCL and UWCC in DFS | |
| Output 3.1.1: Trained CSOs on relevant laws | 3.1.1.1 Organize training/orientation to CSOs, Local Government Institutions (LGI), local administrators, and journalists on existing laws for advocacy 3.1.1.2 Arrange community consultations/workshops to identify, collect community ideas/ key issues related to CL/FCL in DFS for developing training materials |
| Output 3.1.2: Access to grievance mechanisms facilitated for those affected by CL/FCL/UWCC | 3.1.2.1 Organize advocacy training for CSOs on grievance mechanism and procedures. 3.1.2.2 Set up grievance mechanism coordinators/teams within the NCLWCs at district and sub-district levels 3.1.2.2 Support CSO-coordinated training (consultations, workshops, advocacy visits, CSO case monitoring, etc.) of National Legal Aid Service Organization (NLASO) and other relevant legal assistance groups to advance grievance and other legal processes to get justice for CL victims 3.1.2.3 Raise awareness among vulnerable communities on legal protections and the grievance process 3.1.2.4 Engage and build capacity of media partner to capture workers' stories and message dissemination for advocacy and accessing the CL grievance mechanism |
| Sub Outcome 3.2: Increased CSO capacity to make referrals to services for children in CL/FCL/UWCC and their families in DFS | |
| Output 3.2.1: Referral mechanism established among service providers, CSOs and CL/families | 3.2.1.1 Develop and update a user-friendly Directory for Referral Services, including employment and skills building services 3.2.1.2 Organize workshops for relevant and interested CSOs and service providers listed in the Directory to share the service directory, solicit feedback or additions, and train participants how to handle cases of CL and refer children and families to services 3.2.1.3 Pilot a Support/Information/Resource Center at Nazirtak dried fish processing areas |
| Sub-Outcome 3.3: Increased community capacity to seek services | |
| Output 3.3.1: Awareness raising conducted by CSOs on accessing services | 3.3.1.1 Improve outreach, referrals and access to livelihood improvement services, skills training and appropriate employment by vulnerable families 3.3.1.2 Identify and market to families' appropriate alternative livelihood improvement options for children under 14 to prevent and address child labor 3.3.1.3 Raise awareness of children working in DFS, their families and surrounding communities on accessing services |
| Sub-Outcome 3.4: Increased access to emergency and livelihoods services | |
| Output 3.4.1 Emergency COVID 19 services | 1.4.1.1 Quick assessment to identify appropriate HHs for COVID-19 emergency response 1.4.1.2 Provision of Health and Hygiene support 1.4.1.3 Provision of Emergency food support |
| Output 3.4.2: Livelihoods training and inputs to mitigate impact of COVID-19 | <ol style="list-style-type: none"> 1. Custom market-responsive training aligned with capacity and asset available 2. Livelihoods support to the training participants for IGA 3. Facilitate linkage to inputs, market and finance |

Source: CLIMB's CMEP

Appendix F: ANALYSIS OF PROJECT PERFORMANCE AND SUSTAINABILITY

Exhibit 21. Project Performance Rating Scale

| Project performance | | |
|---------------------|--------------|--|
| Rating Descriptor | Rating Score | Definition |
| High | 4 | <p>The project achieved important results on:</p> <ul style="list-style-type: none"> i. Improved capacity of civil society to identify and document accurate, timely, and user-friendly information on the nature and scope of CL, FCL, and unacceptable conditions of work for children in DFS (Outcome 1); ii. Improved capacity of civil society to raise awareness and advocate for the protection of children from CL, FCL, and/or unacceptable conditions of work in DFS (Outcome 2); iii. Improved capacity of civil society to implement initiatives to address CL, FCL, and/or unacceptable conditions of work for children in DFS, including facilitated access to grievance mechanisms and remedies for victims of labor exploitation (Outcome 3). <p>The outcome indicators average achievement rate is 90 percent or higher.</p> |
| Above-moderate | 3 | <p>The project achieved several results on:</p> <ul style="list-style-type: none"> i. Improved capacity of civil society to identify and document accurate, timely, and user-friendly information on the nature and scope of CL, FCL, and unacceptable conditions of work for children in DFS (Outcome 1); ii. Improved capacity of civil society to raise awareness and advocate for the protection of children from CL, FCL, and/or unacceptable conditions of work in DFS (Outcome 2); iii. Improved capacity of civil society to implement initiatives to address CL, FCL, and/or unacceptable conditions of work for children in DFS, including facilitated access to grievance mechanisms and remedy for victims of labor exploitation (Outcome 3). |

| Project performance | | |
|---------------------|--------------|--|
| Rating Descriptor | Rating Score | Definition |
| | | The outcome indicators average achievement rate is between 75 percent and 89 percent. |
| Moderate | 2 | <p>The intervention or initiative achieved moderate results:</p> <ul style="list-style-type: none"> i. Improved capacity of civil society to identify and document accurate, timely, and user-friendly information on the nature and scope of CL, FCL, and unacceptable conditions of work for children in DFS (Outcome 1); ii. Improved capacity of civil society to raise awareness and advocate for the protection of children from CL, FCL, and/or unacceptable conditions of work in DFS (Outcome 2); iii. Improved capacity of civil society to implement initiatives to address CL, FCL, and/or unacceptable conditions of work for children in DFS, including facilitated access to grievance mechanisms and remedy for victims of labor exploitation (Outcome 3). <p>The outcome indicators average achievement rate is between 50 percent and 74 percent.</p> |
| Low | 1 | <p>The intervention or initiative achieved no significant results on:</p> <ul style="list-style-type: none"> i. Improved capacity of civil society to identify and document accurate, timely, and user-friendly information on the nature and scope of CL, FCL, and unacceptable conditions of work for children in DFS (Outcome 1); ii. Improved capacity of civil society to raise awareness and advocate for the protection of children from CL, FCL, and/or unacceptable conditions of work in DFS (Outcome 2); iii. Improved capacity of civil society to implement initiatives to address CL, FCL, and/or unacceptable conditions of work for children in DFS, including facilitated access to grievance mechanisms and remedy for victims of labor exploitation (Outcome 3). <p>The outcome indicators average achievement rate below 50 percent.</p> |

Exhibit 22. Sustainability Rating Scale

| Sustainability | | |
|-------------------|--------------|--|
| Rating Descriptor | Rating Score | Definition |
| High | 4 | The project has involved all the relevant stakeholders highly effectively and there is a strong sense of ownership among all key national actors . Effective partnerships with relevant stakeholders have been implemented to ensure the continued maintenance and management of the project results. The project was critical in building or strengthening institutional/individual capacities . Capacities are excellent and sufficient to ensure the continued flow of benefits associated with the intervention after completion. Financial and technical resources needed for sustaining/scaling results are addressed . |
| Above-moderate | 3 | The project has involved most stakeholders effectively and there is a sense of ownership among the beneficiaries. Partnerships with relevant stakeholders have been implemented to ensure the continued maintenance and management of the intervention results. The intervention built or strengthened institutional/individual capacities. Capacities are very good and deemed sufficient to ensure the continued flow of benefits associated with the intervention after completion. Financial and technical resources needed for sustaining/scaling results are necessary . |
| Moderate | 2 | The intervention has involved only a small number of stakeholders and there is limited ownership amongst the beneficiaries. No or marginally effective |

| Sustainability | | |
|-------------------|--------------|--|
| Rating Descriptor | Rating Score | |
| | | partnerships with relevant stakeholders have been put in place and are not considered sufficient to ensure the continued maintenance and management of the intervention results. The intervention contributed to strengthening institutional/individual capacities in the concerned areas of intervention very marginally. Country systems and individual capacities remain weak and are deemed insufficient to ensure the continued flow of benefits associated with the intervention after completion. Financial and technical resources needed for sustaining/scaling results are necessary but uncertain. |
| Low | 1 | The intervention did not contribute to strengthening institutional/individual capacities in the area of intervention. Country/individual systems and capacities are very weak and not able to ensure the continued flow of benefits associated with the intervention after completion. The project has not been effective at involving the relevant stakeholders and there is no sense of ownership amongst the beneficiaries. No partnerships with relevant stakeholders have been established to ensure the continued maintenance and management of intervention results. Financial and technical resources needed for sustaining/scaling results are not considered. |