

## **Stop Child Labour Management Response to the External Evaluation on “Getting Down to Business” programme (2017 – 2019)**

In October 2018, the Stop Child Labour coalition commissioned an external evaluation of its ‘Getting Down to Business’ programme, that ran from July 2017 to July 2019 and was funded by the Netherlands Ministry of Foreign Affairs. The objective of the evaluation was to reflect on the results, implementation, and design of the programme and to provide the stakeholders with recommendations on possible innovations and scalability of results in collaboration with private sector actors. An additional task for the evaluation team was to assess the sustainability of existing CLFZs and explore key factors that may influence the sustainability of these CLFZs.

The evaluation concluded that SCL has been successful in developing productive relationships with the private sector in different supply chains such as coffee, natural stones, garment and footwear. These relationships were developed either through an approach that became increasingly collaborative (coffee, natural stone) or through a combination of advocacy and collaboration (garment and footwear in India). SCL has also shown to be creative and innovative in identifying unusual leverage points such as through working with associations of tenants or working with teacher unions. Furthermore the evaluation applauds the use of politically smart and evidence-based L&A strategies, balancing between a confrontational and collaborative approach, between inside and outside tracks, both in engaging with private sector as with government.

The evaluation also finds evidence of the relevance and added value of the programme approach in achieving higher level impacts. It is observed that the blended approach (combining a community-based approach with a supply-chain approach and including education and policy influencing as key components) to address child labour is applied in all projects but with different focus points, depending on the nature of the implementing partners and availability of structures at local and national level, like the presence of trade unions, the presence of multi-stakeholder platforms and/or sector associations. Furthermore, the coalition shows proof of a constructive collaborative attitude. The evaluation team found a good degree of trust and respect among the different partners, north and south, clearly defined roles and responsibilities of partners and the recognition of the comparative added value of each partner.

Five key recommendations to further improve programme activities and results were identified by the evaluation team. These were:

- 1) Explore new leverage points for messy supply chains. The evaluation team stressed the need to invest more time and resources in analyzing the supply chain in order to make sure the most relevant leverage points are identified and used.
- 2) Refining sustainability and upscaling strategies. In the evaluated cases, not all aspects of sustainability have been taken into account sufficiently, posing a risk to the sustainability of the programme results. Also the definition, related strategy and necessary support of upscaling could be further thought-through as now many different approaches are used, potentially not always the most effective/relevant ones.

- 3) Strengthen capacity of local partners in engaging with business. The capacity of partners differs where it comes to engaging with the private sectors. Different ways of strengthening capacities should be explored to make sure these collaborations become most effective.
- 4) Revaluing educations and decent-work components. The evaluation team highly applauded the use of a holistic approach (combining a community-based approach with a focus on education, supply chains and political lobby) that works with (unusual) partners such as trade and teachers unions. The team strongly recommends ensuring that this approach and the collaborations with the unions is upheld in the future.
- 5) Investing in capacity development for lobby and advocacy of Stop Child Labour partners. Although lobby and advocacy activities in the Netherlands have been quite successful, the lobby and advocacy activities in the project countries have not always received sufficient attention. This could be improved in the future.

SCL greatly appreciated the thorough work done by the evaluation team. Evaluation findings and recommendations have been shared and discussed during a Global Linking and Learning Meeting in May 2019 with partners from all countries included in the Getting Down to Business programme. SCL will also make sure to take the recommendations along in the development of the new programme that will kick off in July 2019 together with Unicef and Save the Children.