

## Stop Child Labour evaluation

April 2014

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## Executive Summary

"Stop Child Labour – School, the Best Place to Work" is a long term international public awareness, education and advocacy campaign, with Hivos as the lead applicant and responsible for reporting back to donors. Stop Child Labour (SCL) aims to eliminate all forms of child labour and to ensure formal full-time and quality education for all children, at least until the age of 15. The campaign is run by a consortium of four Alliance2015 (A2015) member organizations, based in The Netherlands, Czech Republic, Italy and Denmark. Within the Netherlands SCL is a joint initiative of six organizations. The original campaign was launched in 2003. After two earlier campaign periods, a third phase (2011-2014) of the SCL-campaign was conducted, with financial support from the European Commission.

Stop Child Labour (in The Netherlands) is based on a Theory of Change (ToC), assuming that effectively encouraging companies to tackle the issue of child labour, requires pressure from governments and consumers and also direct pressure from the campaign itself, directly and through media outreach. The pressure by the campaign on the government itself – also by raising child labour issues in supply chains of Dutch companies and asking the government to act - also aimed was deemed necessary to put child labour and the CLFZ approach as such on the national (and partly international) agenda. The combination with Southern projects – also through involvement of various stakeholders both at community and other levels - where local partners show that it is indeed possible to get children out of work and into school (following an Area-based Approach, aiming for Child Labour Free Zones) optimizes these effects.

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The evaluation concludes that Child Labour Free Zones (CLFZ) appeal as a concept. Stop Child Labour and their partners show several successes in creating CLFZ and has successfully adapted the original model to local contexts in Africa. The coordination was effective and the project succeeded in creating a plethora of successful initiatives and reached a relatively wide range of audiences and support.

In all countries the SCL-campaign has reached out to citizens through newsletters, websites, articles in newspapers, press releases and appearances on national TV and Radio and its outreach has considerably exceeded the annual outreach targets of 100.000 people. Actual engagement targets and targets for 'changing behaviour' were too optimistic, given the limited budget for public campaigning.

The political lobby in The Netherlands has been very successful, due to several factors that jointly contributed to its success. The concept of CLFZ was previously unknown in Dutch policy making, but became a spearhead in Dutch development and trade policy. The European lobby has had some minor successes, but overall was too ad hoc and too 'Dutch' to have real, sustainable impact.

For most of the SCL-organisations, campaigning and dialogue with the private sector was rather new and the financial means to build up capacity were rather limited. Still the organisations were able to generate awareness and change in policy and practice of some major players in the hazelnut and footwear industry. The hazelnut campaign has caused quick

and massive response with multinational companies (specifically Nestlé) and with the EU. There was initially little engagement, local capacities and support in Turkey, but this grew over time. The shoe campaign was successful in the sense that it created change, wide awareness and massive response from companies – both in terms of transparency and improving policies and practices. Some companies considered the campaign initially difficult to situate and were unfamiliar with the campaign organisations. Others welcomed the campaign and realized they needed to act. Some of the targeted companies commissioned BSCI to do follow-up research. The India-related research commissioned by SCL would have benefited from more concrete data. The budgets for the CSR-activities in the SCL-campaign were – however – very tight and didn't allow for more indepth research.

## Introduction

According to a recent report of ILO-IPEC the global number of children in child labour has declined by one third since 2000. But, there are still a staggering 168 million children in child labour and more than half of them – 85 million – in hazardous work. On the one hand there is a sign of substantive progress in eliminating child labour, and specifically w.r.t. worst forms of child labour. Among others, this is a result of various interventions and subsequent regulations, such as various ILO-conventions and UN-resolutions, which were generated after massive civil society campaigning and protest. On the other hand progress is very slow. Implementation of commitments still lag behind. Ongoing pressure and awareness raising remains needed in order to eliminate child labour.

"Stop Child Labour – School, the Best Place to Work" is a long term international public awareness, education and advocacy campaign, with Hivos as the lead applicant and responsible for reporting back to donors. Stop Child Labour (SCL) aims to eliminate all forms of child labour and to ensure formal full-time and quality education for all children, at least until the age of 15. The campaign is run by a consortium of four Alliance2015 (A2015) member organizations, based in EU Member States. The Alliance2015 is a consortium of seven European development organizations, of which (this time) four are executing the project: Hivos (Netherlands), People in Need (Czech Republic), Cesvi (Italy) and Ibis (Denmark). Hivos is the lead agency of the consortium. Within the Netherlands SCL is a joint initiative of Hivos, the India Committee of the Netherlands (ICN), the Dutch Federation of Trade Unions (FNV) and the Dutch Teachers Union (AOB). Within this EU contract period ICCO Cooperation and Stichting Kinderpostzegels Nederland are also associates of the applicant and participating in the action. The original campaign was launched in 2003. After two earlier campaign periods (2003-2005 and 2007-2009), a third phase (2011-2014) of the SCL-campaign – in 4 member states and at the international level – was conducted and received financial support from the European Commission.

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SCL aims to mobilize public, corporate and political support in Europe to stop child labour. Target groups are the general public (consumers, students and teachers), business people (companies, financial institutions, multi-stakeholder initiatives and employers organizations) and policy makers (MEPs, MPs, ministries, ILO-IPEC and other international organizations) at EU level and in the EU Member States as well as in international organizations.

Through their own means and with financial support from other sources (including the Dutch Post Code Lottery), the campaign partners also support organisations in Asia, Africa and Latin America who work on the principle that 'no child should work; every child must be in school'.

In Europe, the campaign calls on consumers, companies, governments and international organisations to be part of the solution. In doing so, the campaign works towards increasing and strengthening so called 'Child Labour Free Zones'.

SCL addresses all forms of child labour with a special focus on child labour in rural areas in Sub-Saharan Africa where the problem is most rampant. SCL promotes the successful model of child labour free zones as a concrete solution. Child labour free zones are (geographical)

areas where all children are systematically being withdrawn from work and (re)integrated into formal, full-time schools. No distinction is made between different forms of child labour and all stakeholders like children, teachers, parents, local authorities and employers are involved.

The campaign focuses on four result areas:

- To empower the general public in EU-member states to act against child labour and in favour of child labour free zones.
- To call for coherent policies in the EU, in selected member states and in international organisations.
- To ensure practical measures in place to eliminate child labour in the value chain of CSR, trade and manufacturing.
- To ensure that companies and financial institutions have incorporated elements of the SCL action plan for companies.

SCL has made a reservation in the EC budget to conduct an end term evaluation . Moreover, and in order to develop a new plan for the coming period, the campaign organizers in The Netherlands, Italy, Denmark and Czech Republic want to learn from previous experiences and to be transparent by demonstrating achievements to third parties. Warner Strategy & Fundraising BV, based in The Netherlands, was invited to do this evaluation, based on the Terms of Reference (ToR) – see annex.

## **Objective of the Evaluation and Methodology**

The objective of the evaluation was threefold: learning, transparency and accountability, with a focus on learning for the future. In an inception meeting with the principals, it was decided to specifically focus on lessons to be learned from (1) addressing and engaging the private sector, and (2) effectively addressing and changing policy and subsequent implementation.

This (learning for the future) approach was reflected in the methodology - appreciative enquiry (identifying, mobilising and building on strengths and energy) – and in the majority of the interviews that were held (largely with representatives from the private sector and CSR-initiatives and networks). In Czech Republic, Italy and Denmark, interviews were only held with the national coordinators.

Stop Child Labour (in The Netherlands) is based on a Theory of Change (ToC), assuming that effectively encouraging companies to tackle the issue of child labour, requires pressure from governments and consumers and also direct pressure from the campaign itself, directly and through media outreach. The pressure by the campaign on the government itself – also by raising child labour issues in supply chains of Dutch companies and asking the government to act - also aimed was deemed necessary to put child labour and the CLFZ approach as such on the national (and partly on the international) agenda. The combination with Southern projects where local partners show that it is indeed possible to get children out of work and into school (following an Area-based Approach, aiming for Child Labour Free zones) optimizes these effects.

Based on this system approach, the evaluation looked at three interrelated intervention strategies:

- The ability to leverage targeted consumer pressure.
- The ability to generate favourable (inter)governmental policy and regulations (national and international)
- The ability to generate favourable policies and decision making in the private sector

It also looks at the interaction:"

- With and among the European partners (Hivos, Cesvi, People in Need and Ibis)
- With Southern partners
- With and among the Netherlands' partnership (Hivos, Kinderpostzegels, FNV Mondiaal, AoB, ICN, ICCO & Kerk in Actie).

The evaluation is based on document analysis and some 40 semi-structured interviews with relevant stakeholders. This report with initial findings was used as input for the consortium meetings on February 11 and 17th .

Independent and full attribution of successes is often complicated, since a complex system of catalysers, actors, contexts and circumstances is in place. However, because of the concrete, targeted and focussed campaign and the fact that SCL was the single actor on a number of issues, several successes can concretely be attributed to the campaign interventions. The political successes (with references to CLFZ, SCL, footwear, hazelnuts and gold) and movement of companies as a result of interventions (footwear, hazelnuts) can directly be attributed to SCL.

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The EU-proposal contains quantitative and qualitative output targets and the evaluator had proper insight in most of the baseline data and the subsequent output. The various reports to the European Union address the output results in a quantitative way and could be compared to the original intended targets. The documentation also gave sufficient insight in the activities of the SCL-organisations.

Although the evaluation will address output, the main focus of the evaluation is on learning for the future. Therefore the Why-question became more important than the How much, what and how-questions. The answer to the Why-questions are often based on a perception by external stakeholders. This means that the findings and analysis are to a large extent indicative and qualitative, based on an assessment of how interviewees perceive the campaigns' successes (or lack of them).

The evaluator has - as much as possible - tried to distinguish opinions from facts. But even if perceptions differ from facts these contribute to organisational learning.

The evaluator would like to use this opportunity to thank all those involved for their engagement and openness. Specific thanks to Sofie, Gerard and Leonie for their input and effort to organise the interviews.

## The EU-Project

Under the call 'Raising public awareness of development issues and promoting development education in the European Union' (EuropeAid/129493/C/ACT/Multi), an application was granted in 2010 to organise a third stage of the campaign 'Stop Child Labour – School is the best place to work'.

This project is the third in a row. The overall objective is to eliminate all forms of child labour by 2015 and formal, full-time and quality education for all children; which are crucial factors for the attainment of children's rights and the eradication of poverty. The specific objective of the project is to mobilize the general public, companies and policy makers in the EU to act in support of child labour free zones in developing countries with particular emphasis on rural areas in Sub-Saharan Africa.

For the project, in 36 months (March 2011-February 2014), four result areas were identified:

Result 1: The general public - in particular consumers, students and teachers - in the EU Member States have been empowered to take action in eliminating child labour and creating child labour free zones.

Result 2: Coherent policies are in place in the EU and selected Member States as well as in international organisations such as ILO towards combating child labour with a special focus on rural areas in Sub-Saharan Africa.

Result 3. Practical measures have been implemented in the EU and Member States which strengthen the link between trade, CSR instruments and the elimination of child Labour.

Result 4. Companies, financial institutions and CSR initiatives have incorporated (elements of) the 'SCL Action Plan for Companies' in their policies.

Since the activities of the SCL-coalition, the funding base and the choices made during the project period, the evaluator has decided not to strictly stick to the targets and indicators of the EU-project, but stick to the intervention strategy (Theory of Change) that was subsequently formulated and to revisit the targets in a qualitative way, separately addressing each of the result areas.

In general it can be said that the project and activities have had (1) more focus on North-South relations than previously assumed, (2) more focus on specific sectors in the private sector (shoes, hazelnuts, gold), and (3) other, different tools and strategies for public awareness raising. The project allowed for flexibility to adapt the result areas to emerging insights, requirements and needs and to different contexts and capacities in the four countries where the project was executed.

Since the vision and best practices of 'Child Labour Free Zones' remains crucial in communication and advocacy, this is discussed in the first part of the findings, followed by governance and internal dynamics. Each of the four result areas are discussed in the last part of the next chapter.



# ***Findings***

## **Child Labour Free Zones and overall vision**

The SCL-campaign promotes an area-based approach which leads to so-called Child Labour Free Zones (CLFZ), in which all children go to school. SCL fervently disputes the so-called 'poverty argument' that assumes that a child has to work in order for a family to survive. The concept and notion of Child Labour Free Zones was first developed in India by SCL's local partner organization MV Foundation and the campaign members have promoted this model in the international arena since 2003, when the campaign was initially launched. Also taken from previous evaluations, one can assess that the campaign has clearly contributed to raise awareness about child labour and the concept of CLFZ and it has successfully introduced the vision of CLFZ into high-level policy-debates.

From the documentation provided by SCL: Child labour free zones are geographical areas where all children are systematically being withdrawn from labour and (re)integrated into formal, full-time schools. No distinction is made between different forms of child labour because every child has the right to education. Therefore, the focus of attention is not only on children that are working in a specific sector or so-called worst forms of child labour but on all children within the area that are working instead of going to school. These include so-called 'invisible' children working on the own family's land or as domestic labourers in the household. If children are above the legal working age they shall get the chance to continue their education and/or receive vocational training or enter decent youth employment. This is key for families to escape the vicious circle of poverty and for communities and countries to improve their social-economic situation and boost sustainable development. The concept of CLFZ has first been introduced by our Indian partner organization MV Foundation. During the last two decades MV Foundation has withdrawn more than 1.000.0000 children out of work and (re)integrated them into formal, full-time schools. The concept of CLFZ is now successfully being replicated in diverse and varied contexts in Africa, Asia and Latin America.

The area based approach towards CLFZ involves all stakeholders including teachers, parents, children, unions, community groups, local authorities and employers. The power comes from within the communities who set the norm that 'no child should work, every child must be in school'. Without the existence of such a sustained community-based norm, bringing one group of children from work to school would mean that another group would soon replace them to work. However, where child labour is no longer accepted, there is a more enabling environment for all children to go to school. In order to sustain the process, SCL partners revitalize existing local institutions and community groups for protecting children's rights. In the process they make parents understand how they can make a living without the work of the child and introduce income generating activities and initiatives such as village savings and loan associations. SCL partners, together with the community members, set up bridge courses or other mechanisms for former child labourers to get prepared to enter the formal education system in age appropriate classes. They also monitor former child labourers to ensure, together with parents and teachers, that they finish school. At the same time parents are empowered to hold the formal education system accountable to provide quality education.

Government schemes and services are addressed to benefit the families. Furthermore, partners draw government's attention to its duty to provide good quality education to ensure that children stay in school at least until they reach the minimum age for entry in work. In addition, community members work together and mobilize relevant duty bearers to ensure that older children in the age group 15 – 18 years can continue secondary education, access vocational training and/or engage in decent youth employment.

Individual consortium organizations were sponsoring their overseas partners to combat child labour and to realize CLFZ. They have been active and successful to date, but early 2012 opportunities increased considerably, when Hivos received 3,2 million euros from the Dutch Postcode Lottery, in order to further elaborate the CLFZ in Africa.

As a result, the understanding of the Area Based Approach and the creation of new Child Labour Free Zones spread remarkably fast, specifically in Uganda, Ethiopia, Ghana, Morocco, Zimbabwe and Kenya. Action plans and activities are in place in all of these countries.

For the time being, this notion and the several successful examples have culminated in the widely accepted and signed Kampala Declaration (April 2013) and the subsequent Managua Declaration (August 2013). These were presented in the high level Global Conference on Child Labour in Brasilia in October 2013 by Dutch Minister Ploumen of Trade and Development and will continue to play a role in the Post2015 advocacy.

Since the collaboration with Southern partners and the successes to create CLFZ are in the strict sense not part of this evaluation, we will suffice by addressing some of the factors that determined success in the creation of CLFZ. (examples from Uganda and Ethiopia and overall characteristics) include:

- Integrated, area-based, multi-actor approach was clearly achievable in these countries.
- It fitted within the local context and culture.
- Regional demarcation was feasible.
- High ambitions remained focussed: all children to go to school. The initiators continued pushing and there was/is a continuous assessment where the problems are with regard to the remaining groups of children that are still out of school.
- Engagement of local communities in villages was successful
- Holistic approach, all actors, all power-levels were engaged.
- Peaceful, motivational approaches were applied while legal action was limited to cases (in some countries) where things didn't move or had added value (e.g. child marriages).
- Community leaders and religious leaders were engaged, influential, powerful women (midwives in Ethiopia) were engaged and played role-model.
- Within the communities, agents of change, potential champions were specifically empowered.
- Positive stories from experience.
- Powerful charismatic leadership to coordinate the overall process

- First pilots were undertaken, with strong parties, strong NGOs and in some cases trade unions.
- International pressure and support felt.
- Ministry of Labour AND Education on board (in Uganda).
- Adaptation of the initial MV-model, to the local cultural context while keeping the basic principles. The original model needed adaptation (and after initial efforts to introduce the model that were met with some distrust, the approaches became more culturally sensitive).
- For Uganda: benchmarking with Ethiopia (India appeals less), exchange visits (see quotes in the Kampala Declaration). Site visits for high level delegates were organised, in order to ensure that these people have personal experiences from first hand to see that CLFZ works and how it can be done.
- The Kampala Conference was a successful gathering, high level presence, and inspiring Kampala Declaration supported by a broad range of representatives from 23 countries as well as international organizations (and EU). Same for the Managua Conference. The Kampala declaration and Managua declaration were presented at the Global Child Labour Conference in Brasilia (2013) by the Dutch Minister of Trade and Development.
- ILO and Unicef came on board (specifically in Uganda, where also a national policy was developed).
- In Ethiopia: Civil servants who are close to the community came on board and created links to education and health care.

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Other successes and assets include:

- The CLFZ concept is concrete, imaginable, it works (in principle) very well in marketing and communication.
- (In certain contexts) It is relatively easy to demonstrate that and how it works, or to demonstrate where the remaining constraints are.
- CLFZ triggers hope and is well acceptable as a communication concept.
- The image of Child Labour in value chains is potentially highly detrimental to corporate image, and addressing this triggers companies to act fast.

Given the above, one can safely assume that an Area-based Approach works (starting in small geographic, integrated areas but with potential to spread out both geographically as well as getting embedded in government policies), but also depends on the limiting factors above.

There also remain some challenges:

According to some interviewees, the concept of CLFZ requires further elaboration and measurable definition. Some other interviewees find the non-negotiables of MV Foundation too exclusive and too uncompromising. SCL has developed their own guiding principles, based on these. These guiding principles are also considered by some as too much of a one point agenda.

One can safely state that the concept of Area Based Approach is widely accepted, and guiding, also in high level policy institutions, such as in the ILO and Unicef. CLFZ in the sense that that is an area where not a single child works is to some consortium partners and external interviewees (in various contexts) considered to be too ambitious and unrealistic.

SCL and her partners in the field share the same overall goal of eliminating child labour and getting all children into formal, full-time and quality education. However, although they aim for CLFZ, they obviously cannot guarantee that within a project period of 3 – 4 years a selected area will be 100% child labour free, but the ambitions remain.

Most important in the process are social mobilisation, community involvement and consensus building. Setting the norm that ‘no child should work – every child must be in school’ is a key and measurable target and success indicator. Starting from this norm all stakeholders will work together towards realizing children’s rights. From there child labour free zones can be established. The fact that the campaign focuses on an Area-based Approach towards Child Labour Free Zones is not always clear to external stakeholders. Communication about CLFZ as a process therefore is insufficiently clear. As such, indicators for success in social mobilisation, community involvement, consensus-building and other context- and process-related success indicators are not always clear.

Several interviewees also mentioned the ideological difference of opinions in the global anti-child labour movement to be detrimental. It would hamper the establishment of an influential global platform with various stakeholders, with more shared data and evidence and with more political, social and economic impact.

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Moreover, there is a dilemma for the SCL-organisations in dealing with the private sector. The Area-based approach is not in all cases applicable (in dialogue with the private sector a value-chain based or legally-based approach is often more applicable). For some products (textile, leather) this is a potentially difficult dilemma, for other (hazelnuts, gold) this is less difficult. However, at this stage, there are seemingly no negative effects though, only potentially. The challenge is to seek for complementarity between the area-based and a value-chain based approach, specifically because several companies have indicated that they are willing to contribute to (area-based) changes on the ground via a value-chain based approach.

Everyone agrees that separate attention for and focus on Child Labour in awareness raising, dialogue and lobbying activities is good and beneficial to social causes in general. It gets attention, has a low threshold and is appeals to emotional commitment. Several interviewees, however, regret the fact that SCL is only to a limited extent embedded in a wider European debate about CSR, and themes that appeal to relevant stakeholders in other countries, like the trade unions in other European countries, and potential allies are not on board.

As such some interviewees feel that SCL’s communication and lobby are too narrowly focussed on Child Labour, and as such misses opportunities to internationally join forces with other CSR-initiatives (for instance related to the UN Guiding Principles, the new OECD guidelines, the wider debate about corporate accountability, labour justice, due diligence, the Post2015-negotiations) and other potential stakeholders and allies (Embassies, European

Coalition for Corporate Justice, ITUC, EI). Participation of SCL-members in the CSR-platform and in EI and ITUC has not led to joint engagement strategies.

On the other hand, the (seemingly) narrow focus on Child Labour and specifically CLFZ have contributed to the clear recognition of the issue and clear targeted statements in politics, policy and in corporate accountability and recognition that Child Labour is part of a bigger problem in trade and manufacturing of goods.

*Conclusions:*

CLFZ appeals as a concept, and SCL has many successes in creating CLFZ and adapted the original model successfully to local contexts in Africa

The appeal for and a vision of an Area-based approach towards CLFZ is powerful in communication

*Recommendations:*

The concept CLFZ can be further elaborated with indicators for applicability and criteria for progress

In the interest of achieving the ultimate objectives (eradication of child labour), it can be considered to build more effective strategic partnerships with other international stakeholders in the area of CSR and with Trade Unions.

## Governance

SCL is a complicated project. The project is executed in various countries, at various levels and with many actors and cultures, and also with many audiences and stakeholders, within and outside the SCL-organisations and their constituencies.

The project is being coordinated by Sofie Ovaa, who is employed by Hivos. The execution of the project is largely based on mutual understanding and agreements reached at coordinating meetings. There are MoUs with the partners in the EU-contract, there are no (sub)contracts with associate partners. The governance structure is not very formalized. There are no mechanisms in place to firmly address quality and control, nor are there mechanism for sanctions.

Many praise the effective coordination, the effective and elaborate internal communication and information sharing, and the ability to generate wide support and visibility. In the opinion of the consortium partners that were interviewed, the campaign coordination is considered to be effective and the campaign team consists of people and organisations who get along well and consider themselves to be complementary. Although there some internal frictions related to communication and outreach (specifically related to the Hivos' school campaign) these frictions were kept contained.

There are several examples (lobby, advocacy and the Kampala-conference) of good coordination and information sharing, among all campaign partners. The coordination with and among the European Alliance2015 partners, however, was less intensive than it was in previous project periods, mainly because the strategies increasingly diverged. SCL started as an A2015 project, with joint strategies and tools for public outreach, lobby and awareness raising. However, gradually the Dutch campaign partners became more intensively involved in political lobby/advocacy and focussed on the private sector and CSR. As a result, in recent years the added value of collaboration as A2015 became less relevant and each partner focussed on their own national programs, with less need for Pan-European coordination. This was already foreseen and indicated in the proposal for the EC. Therefore, it was accepted during the campaign period by the A2015 partners that there are no high ambitions with respect to overall shared activities at EU level. The campaign (in the wider sense, including support to partnerships) receives funding from the EU, NPL, BuZa and several partners in the Dutch consortium, including Hivos, Stichting Kinderpostzegels Nederland, AOb, ICCO and FNV-Mondiaal, who all have put additional resources into the campaign.

Some SCL members (AOb and FNV-Mondiaal) have stepped out of the EU-project as consortium partners, because the administration is a too heavy burden. They do however remain partner in the SCL-coalition and finance activities and products with their own resources.

The loose governance structure also contains risks. As the campaign has emerged over time, the nature of the work, the interests, positions, tasks, roles, mandates and responsibilities have changed. As other sources of money and partners came in and other interests emerged, the division of labour and responsibilities became rather blurred. More specifically, the role,

attitude and position of and vis-a-vis Hivos has changed. At Hivos, there was little initial corporate interest in the issue of Child Labour. Regional offices of Hivos (India, and later East and Southern Africa) supported partners, but in the overall policy, children were and are no target group for Hivos (and labour and education no policy areas).

SCL is not yet firmly embedded in Hivos' policy, nor mainstreamed in its partner policy, nor in other overseas activities. The same applies to other members of the Alliance2015 and some members of the Dutch Consortium, such as ICCO/KiA, where child labour plays no or only a limited role in its CSR-policy or in its programme policies. Other consortium members (AoB, Kinderpostzegels, ICN and FNV-mondiaal) have integrated the issue of child labour in their overall strategies and programmes.

The Hivos-interest in the issue, however, has changed gradually. This was largely due to the need to become more visible to public audiences and the fact that Hivos became a beneficiary of the Netherlands Postcode Lottery. The Lottery stresses the need for visibility of its individual beneficiaries, based on the activities its sponsors.

#### *Conclusions:*

Despite or thanks to not very formal coordination, in all countries, the coordination was effective and the project succeeded in creating a plethora of successful initiatives and reached a relatively wide range of audiences and support.

As was already foreseen in the project proposal, the added value of Pan-European cooperation among the Alliance2015 partners was limited. The cooperation in The Netherlands intensified and – based on a Theory of Change - became more focussed on the private sector.

Child Labour is not mainstreamed in organisational strategies of A2015-members, and not well connected to other policy areas of some of the consortium members, including Hivos. Other consortium members (AoB, Kinderpostzegels, ICN and FNV-mondiaal) have integrated the issue of child labour in their overall strategies and programmes.

New stakeholders, donors, target groups, objectives, responsibilities and risks emerged in the past three years.

#### *Recommendations:*

In order to become more effective, Hivos and ICCO/KiA could reconsider the focus on child labour in overall organisational policies and embed child labour in corporate strategies and partnership policies, including their own CSR-policies and procedures (other Alliance members have decided not to continue).

Given the agenda for the future, it is recommended to better define do's and don'ts, roles, tasks, mandates and responsibilities among the coalition, to develop targeted agreements for each of the consortium partners and to define a clear coordination and management structure with checks and balances.

## Communication and organisational outreach strategies

In all countries the SCL-campaign has reached out to citizens through newsletters, websites, articles in newspapers, press releases and appearances on national TV and Radio. Each of the partners have addressed the issue to their own target group following their own communication strategies. Each have organised events in schools and/or at fairs and organised Child Labour Free days or created free or paid publicity.

With all direct or spin-off activities, the people reached and informed considerably exceeded the target of 100.000 people per year. The Dutch campaign organisations – in the second interim report to the EU – calculated that they have reached 500.000 people through online media and 4 million through offline media (including advertisements and TV) . The number of people actively engaged in Child Labour Free Days were probably less than the target of 15000 per year.

There is no complete record of people indicating that ‘they have changed their behaviour by buying child labour free products’, only records of downloads of ‘mr scribble’ and people interested in the information packages. It is likely that awareness was created, but changing behaviour is a completely different matter. It is safe to assume that the project-target of 10,000 people actually willing to change their behaviour was over-ambitious and has not been met.

Communication activities were much wider and broader (and also more targeted in the case of The Netherlands), so more people were reached in schools and via media, than originally envisaged.

### ***Czech Republic - People in Need***

People in Need (PIN) has built up and strengthened its relationship with the media, among others it has appeared several time on national TV addressing the issue of child labour, including various news broadcasts on CTV.

PIN has considerably increased its capacity to provide and share information with the public. This includes brochures and up-to-date information about child labour and about ILO, which for the first time became available in Czech language, and is in high demand, specifically by teachers and children, both in print as well as online, and with good response. The organisation has presented the issue at various occasions, during public events, in dialogue with policy makers and during summer festivals. PIN also developed a card game on Child Labour. A fashion show attracted much attention in the media, and the African fashion designer addressed the issue in various fora, including on TV, in a sense that there are potential solutions to Child Labour. Another appearance on TV was related to a program slavery and addressing the issue of Child Labour as a form of modern slavery.

PIN organised a travelling exhibition about child labour. This exhibition was to be seen in various cities and towns and at festivals all over the Czech Republic, and it was much in demand. The accompanying programme attracted over 10000 visitors, as listed below. The



photos and the texts online could also be seen on their child labour website. The public screening was complemented by various programs.

The private sector was also reached through the exhibition and PIN was able to organise a programme and show a film at the HQ of some of the companies involved. The issue of development cooperation itself is under debate in Czech Republic and Child Labour is considered to be too specific in awareness raising, lobby and policy dialogue. On the other hand the results and experiences of other A2015 partners, are used in awareness raising activities and in policy dialogue, such as with Nestle in the Czech Republic.

The exposure visit to Ghana, with the aim to act as multiplier was considered to be not so effective. Although the Czech students were good selection and knew about the issue, they were not able to act as a multiplier in the way it was intended. They figured in several debates, but could not play the role of figurehead as intended. They didn't have the kind of media outreach that a media person would have had.

Despite considerable successes in reaching out and raising awareness in the Czech Republic, Child Labour policy has not become very specific within PIN. The issue of child labour is not integrated in overall PIN policy nor in specific sectoral policies, nor in their relationships with partner organisations. The Area Based Approach/CLFZ is not integrated and communicated externally from a corporate perspective. There are no projects specifically on Child Labour (one project relates to child trafficking Ethiopia) and in PIN-outreach and communication, the issue and corporate backing of Child Labour is limited, isolated and there are no linkages with other policy areas.

### ***Italy - Cesvi***

Cesvi has been active in organising Child Labour Free days in Italy, through schools, fairs and exhibitions. The latter two include an annual Lilliput Fair and an International Toy Exhibition, where Cesvi had a stand and organised several events around Child Labour Free Days in the Month of March. Both of these events attract over 30.000 visitors.

As can be seen and read from the interim reports, Cesvi organises many events and galas throughout the year. Events that attract more than 1000 people. It also reaches out to primary and secondary schools in Northern Italy. Within Italy, Cesvi has worked with 30 schools and 600 children, on child labour, but also more general on children's rights. According to the two project managers, the schools were very satisfied and interested to enter a new phase (from awareness raising to activation). They also indicate that there is a high demand by various institutions to be informed about the issue of child labour, but there is a shortage of time to respond to all requests. Cesvi has so far not worked with companies on the issue of child labour, so far Cesvi only works with companies for fundraising purposes.

Like in the case of Czech Republic, the project managers indicate that the conditions to reach out to companies are different in The Netherlands and in Denmark. CSR-policies in Northern countries are more elaborated and companies seem to be more open minded to enter into a dialogue with civil society. Indeed also like in the Czech Republic, development organisations

fight for the survival of development cooperation as a whole. As such Child Labour is part of the Cesvi-policy on Children's rights, which in itself is part of the policy on social inclusion (which also addresses issues related to food and health).

### ***Denmark: IBIS***

SCL is integrated in Ibis' education policy and its school campaign, based on its membership of the Global Campaign for Education and their principles of 'quality education for all'. The Danish school campaign reaches out to half of all the schools in Denmark (200.000 pupils and 10.000 children). Specific activities on child labour were organised at several events, including during Global Action Weeks, Universal Children's days, World day against Child Labour and at other occasions. Ibis has created several media materials, including films, and it has successfully reached out to and through various Danish media. Ibis has several times addressed the issue of child labour in cocoa, shoes and – specifically – in the extractives industry. It has commissioned Danwatch to develop a much praised research on child labour in gold mining, specifically for mobile phones. As a result recently – on Children's Day, November 20th, 2013 - a new public campaign was launched 'Stop Child Labour in your Mobile'. This public campaign had considerable public outreach in Denmark.

### ***The Netherlands – SCL coalition***

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SCL in The Netherlands focussed on the issue of Child Labour in the shoe industry. The online tool 'Mr Scribble' was meant to engage consumers, encouraging them to directly approach companies to ask for child-labour free shoes. Off-line campaign tools, such as shoe labels, were distributed at public events. The campaign was visible on national TV and through advertisements. The online tool was used modestly (about 1500 times according to the intermediary report, 2012) and about 5000 offline tools (shoe labels) were disseminated. The social media figures are also quite modest (2500 visitors to the website, 1295 friends on facebook and 165 followers on Twitter).

In the design of the project and of its subsequent sectoral focus, communication was insufficiently integrated into the overall campaign targets. Therefore the communication strategy remained rather unclear, and was too little integrated, concerted and in line with the advocacy strategy.

In the opinion of some interviewees, SCL is no real (public) campaign, wrt preparation, timing and integration, and the approach through the public (specifically Mr Scribble) was considered to be too sweet by some people. The budgets that are required to organise a public campaign were underestimated (compared to well prepared, longer term public awareness raising concerted campaigns organised by for instance by OxfamNovib and Greenpeace, with much higher budgets and centralised planning and governance).

In the overall design of the project and its subsequent execution, there perhaps was too little awareness and attention on when and how to distinguish between (1) public campaign, (2)

critical dialogue and (3) joint action - and for the consequences of this distinction for the application of campaign tools and media strategy, for carrots and for sticks.

Media outreach and strategic communication could have been effectively applied if they were initially integrated in the terms for studies, the approach of companies and the design of reports. A positive example is the Danwatch report on gold, which was already initially designed to reach out to media and public audiences.

After the first year the communication budget in The Netherlands (90k) was already finished (business cards, film festival with limited attendance). Then an additional budget was required to develop communication tools like Mr Scribble. The communication toolkit was developed with NPL-resources and additional money from Hivos' overall communication budget. The school campaign was financed solely with resources from Hivos (who also felt ownership), but unleashed sensitivities with other consortium partners in the Netherlands.

The interest in Mr Scribble was limited. Ultimately the tool was considered to be too childish for the target group, and had little impact. In the opinion of one interviewee, the questions raised by Mr Scribble were demanding (no CL shoes) and not inviting to companies (explain how shoes are made), but most of the interviewed people were not aware of the existence of Mr Scribble.

Although such communication tools were developed jointly, there was little interaction with the marketing and communication departments of the Dutch partners, therefore probably opportunities for joint outreach and co-branding were missed. The school campaign reached 750 schools, 50 of which have used the toolkit. Active integration with communication departments of other partners may have reached a wider audiences, but would have required a different (co-)branding strategy. The potential outreach of AOb and Kinderpostzegels (8000 schools, good access to school TV) in schools is high, but the corporate interests are different.

#### *Conclusions:*

In all countries the SCL-campaign has reached out to citizens through newsletters, websites, articles in newspapers, press releases and appearances on national TV and Radio. Each partner followed their own communication strategy and tools.

With all direct or spin-off activities the outreach has considerably exceeded the annual outreach targets of 100.000 people.

In the Netherlands, public campaigning and media outreach were insufficiently integrated in the overall campaign strategies, nor in overall communication strategies of the consortium partners, and the communication budget was too limited to organise an (expensive) public campaign.

*Recommendations:*

Public campaign and outreach could become more strategic, much better integrated in and adapted to lobby and advocacy, by ensuring that communication and media strategies and targets are fully integrated and aligned from the onset.

Consortium partners can make better use of each others' marketing and communication departments, channels, target groups and tools. It is recommended that also marketing and communication staff of the various consortium members become engaged.

The strategy and applicability of communication, outreach, media or engagement strategies and the diversification of campaign tools and target groups, depends on the future strategy of SCL (are the next steps 'public campaign', 'critical dialogue' or 'joint action'?). If one of the two latter strategies are dominant, it could be reconsidered whether an expensive public campaign is of sufficient added value.

# Lobby

## *The Netherlands*

SCL-lobby in The Netherlands was focussed and targeted on four areas of work, namely to ensure that Dutch government policy strives for:

- Promotion and support for Child Labour Free Zones
- Reduction of Child Labour in international value chains, specifically in the sectors shoes/leather, garments and hazelnuts
- Child Labour Free Procurement
- Promoting CSR/Child Labour Diplomacy

All interviewees agree that the political lobby in The Netherlands was very successful. Many successes can be mentioned. Most striking successes include the fact that the Minister for International Trade and Development Cooperation – following a letter from SCL and a motion from Dutch parliamentarian Voordewind – agreed in 2012 to make CLFZ a priority in her policy and in her talks and agreements with the private sector.

Another success is the additional 5 million Euro for the years 2014-2017 (36 months), that was recently allocated for SCL, after an amendment in parliament (again from Voordewind) and taken out of the Good Growth Fund for private sector development.

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The concept of CLFZ was previously (before 2010) largely unknown in politics and private sector, but boosted in recent years and became widely known and accepted. According to one interviewee, SCL and CLFZ are mentioned more than any other theme in parliamentary questions (respectively 7 times and 23 times in 2013 alone, according to the ICN annual report based on public parliamentary and government documents).

In 2013, at various occasions, the Minister made a strong commitment for CLFZ, including at a video-presentation at the Kampala-conference and at a key-note speech at the Global Conference on Child Labour in Brasilia:

“In Uganda, ladies and gentlemen, I was pleased to visit the child labour free zone. I saw children who used to spend their days working now enjoying school...The sad thing, however, is that this best practice is called a child labour free zone. We need to make this term obsolete. What we need is a child labour free world.”

An elaborate overview of parliamentary interventions and policy briefs from the Dutch government – specifically in the period between December 2012 and December 2013 – that was given to the evaluator, indicate wide recognition for the vision and targets as expressed by the SCL-consortium. For instance, after the publication of the report ‘Working on the right shoes’, and subsequent questions in parliament, the Minister and her civil servants started a dialogue with the private sector on Child Labour and CLFZ. The Plan of Action made by the garment sector at the request of the government mentions the Kampala Declaration. After an ICN-Stop Child Labour publication Dutch seed companies – after parliamentary questions – were called to the Ministry and promised to take action and report on that to the

government. The struggle against Child Labour in specific value chains targeted by SCL as well as the CLFZ approach were prominently mentioned in various official policy documents from The Ministry of Foreign Affairs and The Ministry for International Trade and Development Cooperation . Such successes can be clearly attributed to the lobby and dialogue of the SCL-coalition.

Success factors that have contributed to success in political lobby – according to several interviewees - include:

- Favourable political climate: government, private sector and civil society are in dialogue about CSR and solutions for appalling working conditions (specifically after the tragic disaster in Bangladesh)
- Clear, consistent approach and vision
- Child Labour and CLFZ appeals, clear targeted focus, solutions
- Minister favourable and well-informed
- Facts in place, good timing, careful dosing
- Building trust, frequent sharing of information with politicians
- Warm contacts, thank you's and compliments
- Consistency, accountability and transparency
- Examples and case studies from partnerships, best practices, solutions
- SCL lobbyist well-respected and well-connected, personal merit
- Variety of political parties on board, the whole spectrum is reached, in combination with an outspoken advocate in parliament (Voordewind)
- Persistence in the approach, but never 'too much', dosing
- Positive attitude, not complaining
- Maintaining overview and systemic approach (derived from the Theory of Change)
- Civil servants are constantly alert
- Multiplier, more interest means more engagement
- Right people, right story
- Coalition is rich in diversity of respected organisations, with large constituencies and public support
- Strict focus on Child Labour (but according to some interviewees opportunities were missed to lobby for a broader CSR-agenda, for which CL is a good entry point)

Several interviewees indicate a remarkable shift in attitude in the lobby since a few years ago. Now SCL has a different tone, leaves much space for dialogue and interchange, constructive, keeping within the overall context. According to one interviewee, the attitude of the SCL-campaign previously showed little room for dialogue, but gradually became more constructive.

The shift in attitude by SCL clearly relates to a much more favourable political climate and willingness from both government agencies and private sector. There also seems to be a shift in the SCL-coalition from 'sending out messages' previously to 'willingness to listen and enter a constructive dialogue', nowadays.

The issue of public procurement was delayed. The original intention to publish a toolkit underwent a considerable delay. The toolkit was rewritten several times and only finalised in February 2014.

### ***International***

European lobby was well-attempted, SCL had several attempts to intervene, but as it seems these interventions were too ad hoc and with little effect.

A baseline study on Child Labour in Sub Sahara Africa was conducted and culminated in the report 'Child labour free zones in selected African countries – A solution to the elimination of child labour'. In addition the position paper 'Out of Work and into School' was written. Both were used as input to a roundtable with European parliamentarians and civil servants. Also other roundtables and meetings were organised. The effect of these interventions, however, remain unclear.

A Child Labour notification point (meldpunt) didn't really materialize. This motion by MEP social democrat Berman had no spin-off and no support from other countries. It did not become part of the EU or national agenda on Child Labour, and no civil society organisation has taken up the issue.

The focus of the lobby in Brussels was on parliamentarians (less on the Commission and less on the Council). Although several successes can be mentioned (hazelnuts), the overall picture is that a concerted action was missing and successes and attempts to intervene were too ad hoc.

On the issue of hazelnuts and on instigation of the SCL, questions were raised by two European parliamentarians about the steps that were taken to eradicate Child Labour in the framework of the EU-Turkey Association Agreement (see next chapter).

Lobby requires a clear overall strategy, careful preparation, specific targets and tactics and firm persistence, all of which seems to have been weak. The criteria for success mentioned in the previous chapter on political lobby in The Netherlands, are even more required in the EU-lobby. In order to have some impact a persistent, concerted lobby-approach at various levels is specifically required.

Like in The Netherlands, the lobby mainly focussed on the (European) Parliament (EP). But unlike national lobby, in Europe one has to account for the size of and cultural differences within the parliament. In the opinion of several interviewees, the European lobby has been too ambitious for a small group of organisations, without permanent seat in Brussels nor working in tandem with concerted partnerships in other European countries. Moreover, some question whether the EP is the most logical entrance. The EP has less mandate and there is more distance between parliamentarians and policy makers in Brussels. The European Parliament has no mandate in policy making and there was no systematic nor coordinated political lobby from other member countries, targeting 'their' parliamentarians.

In the opinion of some interviewees, lobby through the delegations may have had more impact. But – again - this also would have required more support and liaison with civil society and unions in the member countries, which was not there. A former Dutch Foreign Affairs minister pushed for an EU-import ban on child labour products, but he gained no or little support from his fellow EU ministers. In the opinion of one interviewee, opportunities were missed to work in tandem with the Ministry to enter dialogue with and convince other delegations about the need to address child labour.

Lobby with the Commission would also have required a stronger and more permanent presence in Brussels, and as such there is as yet no natural ally in Brussels (nor in other European Countries), with the ability to be a strong advocate for the struggle against CL. Still, in order to make a real difference, it is a challenge to liaise in a broader perspective or partnership for child rights, union rights, corporate accountability, corporate justice, transparency, education for all, bonded labour or CSR (including, perhaps, business networks). Still the concerted approach from NGOs and Unions, is non-existent in other European countries.

Apart from several meetings and dialogues, there are some successes that can be attributed to political lobby from the SCL-organisations. A documentary on child labour of migrant children in hazelnut production in Turkey has led to questions in the European Parliament and subsequent response in Turkey (see next chapter). There were also some questions in parliament about shoe manufacturing in India, although the answers were general and did not lead to considerable action from the side of the commission. But ‘some seeds may have been planted’ according to one interviewee.

A success of the political lobby at EU level – maybe the most important one – was the fact that the EU Delegation in Uganda was prominently represented at the Kampala Conference and also took part in the panel discussions. On behalf of the EU the Declaration was approved by the EU Ambassador. This was the result of co-ordinated meetings with the Commission in Brussels and meetings in Kampala with the EU Delegation. As a conclusion, one can see that the attempts were relevant, and maybe even effective, considering the relatively little time and resources available .

The SCL-organisations have warm contacts at ILO-IPEC, at all levels and had constructive, regular dialogues with the ILO/IPEC director and staff. The integrated area-based approach is also a key policy-area of ILO and CLFZ are increasingly accepted as a model. Also on CSR issues, policies are aligned. SCL has had a valued contribution to the Child Labour platform meeting (that was hosted by ILO in 2012) and the follow-up activities to attract members to the platform. It is unclear whether the CLP will really get started and whether the platform will be of added value to the companies and to SCL. A next meeting is scheduled in March 2014.

#### *Conclusions:*

The political lobby in The Netherlands has been very successful, due to several factors that jointly contributed to its success. The concept of CLFZ was previously unknown in Dutch policy making, but became a priority in Dutch development and trade policy. The Minister recently



agreed to provide an additional 5 million Euro for the future of the SCL campaign initiated by a parliamentary amendment to the 2014 budget.

Also related to a more favourable political climate, the attitude of the campaign has changed over-time, from sending out messages to constructive dialogue with policy makers.

The European lobby has had some minor successes, including the EU support for the Kampala Declaration and the hazelnut campaign, but overall was too ad hoc and too 'Dutch' to have a strong, sustainable impact.

*Recommendations:*

The constructive lobby strategy is fruitful and it is recommended to continue this course, specifically when more concrete practical examples on how and why CLFZs work become available. It is recommended to also generate best practices and positive stories about the role of the private sector in abolishing child labour.

Now that CLFZ became priority in Dutch policy, it is recommended that SCL and Dutch policy makers regularly sit together to develop strategies to collaborate and mutually use each others' opportunities to mobilise stakeholders in the international arena.

For an effective, concerted European approach SCL should seek more like-minded partners and allies. It is recommended to identify common cause and potential areas of entrance with other NGOs, unions, concerned individuals, scientists, policy makers and private sector representatives in other European countries and to develop a European-wide vision and strategy.

## The Private Sector and CSR

### *Hazelnuts*

In 2010 the Dutch journalist Mehmet Ulger made a documentary on child labour in Turkish hazelnut industry. This documentary was financially made possible by FNV Mondiaal and Stop Child Labour and an item based on the documentary was broadcasted on national TV in The Netherlands. The SCL-organisations took up this issue by sending a letter to companies using hazelnuts in their products and additional communication towards consumers. Questions were raised in European Parliament and Dutch Parliament. In 2011 follow-up activities were organised to address the companies and in September a joint field visit of FNV Bondgenoten and SCL to Turkey took place. The report and recommendations have been used as input by several companies and organisations, including Caobisco, Sudwind, REWE, Nestlé, Kraft Foods (now Mondelez) and UTZ. In October 2011 SCL was invited by Caobisco to share these experiences and the recommendations with the members of Caobisco. Meanwhile Caobisco had developed 'Responsible Sourcing Guidelines' for their members as a result of the documentary and campaign on child labour in the hazelnut harvesting.

Nestlé commissioned a research to Fair Labor Association (FLA) about the situation of migrant children in the Turkish hazelnut industry, and developed a Plan of Action in March 2012. SCL has given feedback to this Action Plan (on the FLA site) and has since then been in regular contact with Nestlé. Based on this SCL (Leonie Blokhuis) has participated three times in the annual Nestlé stakeholder Convenings.

The Turkish government hosted a multi-stakeholder meeting in 2013, but it did not invite trade unions, nor local nor international. SCL was invited but did not participate because of solidarity with the coalition partner FNV Bondgenoten. Caobisco – the European branch organisation of chocolate and biscuit manufacturers - has taken up the issue and encourages their members to improve the situation. It also organised a meeting together with the Turkish authorities and other stakeholders, in order take further steps.

The hazelnut campaign was successful in a sense that producers and exporters felt big pressure from various angles (directly from importers, such as Nestle, European parliament and through the media and the film made). Several interviewees indicate that this campaign was well-informed, constructive, and aimed at finding solutions. The hazelnut campaign was a quick and big success from the perspective of immediate corporate response (specifically Nestlé), but it gained little local support in Turkey, partly due to limited capacity and limitations to civil society in Turkey to speak out in public against official policy.

Interviewees from the private sector underline the successes of the hazelnut campaign:

- Pro-active, good outreach, helpful, good communication
- Large media-outreach, film, newspapers, picked-up well in NL and Switzerland
- Relatively little investment, much effect, multi-actor

- CSR-policies with regards to hazelnuts followed cocoa, for which experiences and policies were in place
- Positive attitude
- Constructive, integrated with clear data
- Good knowledge transfer and contacts
- Action Plan in Turkey, with good FLA-report on Hazelnuts and positive action from Caobisco
- Many companies on board, incl Nestle and Chocosuisse
- Dutch financial (and political) support through ILO

As a result of the media attention and the campaign, all major importers demanded CL-free products. The result is that all major producers and exporters are now in the process of certification, since 2011/2012. The speed of the process caused a chain reaction, among all stakeholders, including civil society and trade unions. However, local capacities in Turkey to respond, organize, monitor are insufficient and as yet not fully able to engage in developing alternatives of providing facilities required for the creation of CLFZ.

The effect on CL itself in Turkey is too early to assess, certification is not yet implemented and the position of Turkish government is unclear. The Turkish government seems to be reluctant to speed up the process. The whole process and campaign was largely felt to be exogenous and interference in domestic affairs, even by the local and national organizations. Some representatives from the Turkish government and others have even expressed fear that this move is a conspiracy against Turkish hazelnuts (representing 75% of the world market), and thus created further resentment against the action. Companies are now also looking at CL-free alternatives elsewhere (Georgia). So the pressure came from outside and too little (or not) from within, which may have been counterproductive to some extent. So fear for loss of jobs and income in Turkey (same applies to other sectors).

Some of the challenges indicated are:

- No specific counterpart, nor office in Turkey, no scenarios in place. The relationship with Development Workshop and Education Union is gradually expanding, but capacities are still limited.
- Too little community involvement, alternatives
- Consumers have little interest in Hazelnuts (only in a few countries, not in UK for instance), there is more interest in cocoa
- Companies find themselves not good in communicating about CSR, like to work in tandem with NGOs. "Consumers want simple and quick solutions, simple messages, but the problems are not easily addressed"
- No easy solution for CL in Turkey, long term approach required, from multi-stakeholders
- Link with NL is limited (only 1% of the hazelnut market), but NL made much noise, from all sides, including politics, and apparently goodwill was lost. Turkish authorities were unhappy: Fear for NL reputation, image and trade relations.

Turkish civil society organizations (and unions for that matter) now have insufficient capacity and knowledge about consumer mobilization, advocacy how to engage or move governments etc. Effect is fear for external pressure, but no answers for viable economic alternatives. Transition costs lots of money, children earn 200-300 euro per month, so apparent loss of family income and fear that Syrian refugees will cheaply take over the void in jobs. Important to have sufficient indigenous capacity and resources to address fair income for families, social benefits, social security, etc.

Important lesson learned is that on the ground commitment is essential for sustainable and lasting success. As it is now, the problem persists, political commitment and integrated approach in Turkey is required.

### ***Footwear***

Child Labour in the footwear industry was an important focus of the SCL-campaign in The Netherlands. After an initial survey into the issue of Child Labour in different sectors, it was decided to concentrate on the leather footwear industry.

As a result SCL commissioned SOMO to do a research into the sector, including an on the ground research into the shoe manufacturing in India. The execution of this research took more than a year. This culminated in the report 'Where the Shoe Pinches', published June 2012.

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Already in the final stage of the research by SOMO Hivos did some additional research among shoe companies as SOMO only received information from two companies. This was too little to start a campaign on addressing footwear companies.

On the basis of the initial findings of SOMO, early 2012, SCL contacted some 40 national and international companies in order to receive information about their attitudes, policies and practice, based on a questionnaire (developed jointly with SOMO and Rank a Brand).

The results were used to develop the campaign 'we want child friendly shoes' and it was decided to focus on 28 companies, well-known brands, frontrunners, retail companies, companies with high-quality shoes and companies with less expensive shoes. In the first instance, before publication of the SOMO report, only 11 out of 28 had responded, but after the launch of the campaign in June 2012 additional requests/pressure, SCL received 20 responses. Eight companies were informed about findings of child labour in India that could be linked to their brand. They were asked to respond which four of them did.

The questionnaire was initially sent per e-mail, and in some cases not immediately to the appropriate addressee. Moreover, the questionnaire was long and some questions were difficult to answer, according to interviewees from the private sector. Some interviewees considered the tone of voice to be offensive. Some companies welcomed the intervention, but others were reluctant to respond without proper explanation. The relationship gradually improved in the end of 2012, when personal relations were established.

In October 2012 the report 'Child labour in the leather footwear industry' that ranks footwear brands on the basis of their adoption of CSR-principles in their value chain was launched. It created fierce response with several companies. The names of four companies that were linked with findings of child labour were mentioned publicly which resulted in good media attention in e.g. Koffietijd, the national newspaper 'De Volkskrant' and on several news sites.

Especially the naming of names of companies linked with child labour and of companies not willing to share information had a large effect. This caused several more companies to get into contact with SCL, to provide information or to have research done in India. Meanwhile a letter was sent to all companies with suggestions on how to improve their policies and practices. In December 2012 an update of the assessment report was published providing information on 26 of the 28 companies.

Early 2013, The Dutch Ministry organized a meeting with four shoe manufacturers and SCL, following questions in parliament (see political lobby, Netherlands) and BSCI was requested by some of their members (specifically MacIntosh) to organize an international stakeholder meeting. Two BSCI stakeholder meetings have taken place in India in April 2013, and many stakeholders from the industry and manufacturers attended. The moderation was considered to be rather disappointing and negative vis-a-vis SCL and the evidence presented by SCL was considered to be disappointing to the private sector representatives who were present at that meeting. A positive outcome and immediate success is that a BSCI-research project on child labour in the footwear industry was commissioned, involving four companies addressed by SCL.

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In July 2013 a request was sent to the 28 companies to provide SCL with information on the improvements made since the start of the campaign. Reminders were sent to non-responding companies. In November 2013 a progress report was launched "Working on the Right Shoes", describing steps that were taken by the shoe companies since October 2012. Just like in 2012, 28 companies were approached of which 22 have responded: for 18 companies Stop Child Labour concluded that the response was sufficient – in terms of increased transparency and better policies and practices - to conclude that they made progress in the previous year.

After the launch of the campaign several companies got into direct dialogue with SCL, either by phone or face-to-face. For the reports published by SCL in 2012 and 2013 companies were given the opportunity to check the draft text on their report and additional information provided was taken into account where needed. Many companies have expressed their appreciation on how this was done by SCL.

All agree that the main success of the campaign is that it has raised awareness in the sector. Several interviewees indicated that they were previously unaware about the risk of child labour in their value chain, and several of the targeted companies commissioned further research and pressed their manufacturers and exporters to act to prevent and to abolish child labour from the production. Some interviewees from the private sector have questioned the initial tone of voice of the questionnaire and the subsequent confrontational attitude. Others – specifically brands in the higher segments of the market - ultimately welcomed the initiative, because it has generated change.

Factors that contributed to success and comments from interviewees include:

- Most of the targeted companies have taken steps to assess CL in their value chain
- The campaign opened the eyes of a sector that was largely ignorant about the issue
- It created shock, most companies were unprepared
- Rating triggers to (re-)act
- Image of child labour in the value chain is very strong, companies don't want to be connected to child labour and it stimulates quick action
- Transparency in method and approach (although too offensive and little space for dialogue according to several interviewees)
- Pressure was felt
- European wide success, BSCI actively involved in assessment and (international) companies adjusted their policies (but the largely Dutch basis for the campaign remains weak point)
- Independently also other reports were launched about the issue (Human Rights Watch about Child Labour in the leather manufacturing in Bangladesh, 2013)

Challenges:

- The report 'Where the shoe pinches' took a lot of time, with perhaps too little investment in data research in India. The field research in India was initially not the main focus so little money was reserved for this. Later it became clear that thorough data research was lacking, probably because of too little vision beforehand on the required outcomes and process and about the response it would generate. The report contained general information about child labour in India, and a chapter with information on footwear companies, but no specific data that link the companies to the situation in India. The SCL organisations wanted to launch the report on June 12<sup>th</sup> 2012, international day against child labour, and didn't have enough time for SOMO to check the findings of the field research with the companies and to get their response. This was done by SCL after the publication of the report in June 2012 which was the start of the campaign 'We want childfriendly shoes'. The process to share the findings and to give companies the opportunity to respond was done by SCL. Companies that had not reacted to SCL's request to respond were publicly mentioned by name and led to negative attention in the media. Some of these companies were angry with SCL and it was felt that the field research had not delivered enough concrete and verifiable evidence.
- The entry point of getting into contact with companies to get information on their policy and practices differed. There initially was no personal communication, only email, which was considered to be impersonal, specifically given the long and (according to some) confrontational line of questions in the questionnaire. Follow-up by telephone and getting the right people on the line, also was difficult initially, according to SCL. Some of the interviewed representatives from the footwear industry indicated that this also was a lesson for them on how to organise internal communication and how to respond to requests from NGOs.

- Not all companies were as yet triggered, more differentiation and customized approaches were required (family-companies versus public companies that are used to providing data)
- The reports are based on information from companies themselves, the data have not independently been verified. This was the chosen approach with a strong focus on transparency).
- Little, but relevant (Volkskrant) publicity, communication and media strategy could have been more effective (if more factual evidence would have been available). Social media could have been better utilized.
- The shoe-campaign is largely perceived as a moral appeal, whereas possibly more could have been achieved if obligations and legal framework were communicated (OECD, ILO-norms, etc).
- Focus seemingly on India, whereas most shoes come from other countries (largely China).
- Independent auditing difficult
- Relationship with Netherlands remains weak (only 1% of the market), European succession, but also expansion is required, to maintain leverage.

### ***Toolkit for Public Procurement***

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The toolkit for public procurement took more time than foreseen, it was only finalised in February 2014, too late to assess effect for this evaluation. The first phase started in 2011 and a first draft was available in March 2012. The issue is very technical and each time new issues and questions were raised.

After several drafts and consultations with experts a final draft of the international version was ready in May 2013.

Through the whole process it was difficult to get useful feedback as the toolkit was supposed to be useable in all EU countries while in The Netherlands more concrete regulations were in place. After finishing the final draft of the EU version the development of the Dutch toolkit started based in the context and regulation in the Netherlands. For this version more concrete feedback was received.

Both the English and the Dutch toolkit will be made available in March 2014 as an interactive PDF file. Based on the international version the three other participating organisations can develop national versions taking into account the regulation and context of their country. In 2014 both the international toolkit as the national toolkits will be further disseminated and promoted.

### ***Conclusions***

It can be concluded that SCL has had substantial impact with very little financial means, both for the hazelnut as for the footwear campaign. In a short time, with little resources and

capacities, the SCL-organisations have been able to generate international attention and change in two sectors and with a number of major international players.

The hazelnut campaign has caused quick and massive response, but had little initial engagement, local capacities and initial support in Turkey. However over time, the issue is firmly on the agenda of multinational corporations (specifically Nestlé), the Eu and the Dutch government. In Turkey, activities have been taken up by the government and by some NGOs, such as development project.

The shoe campaign was successful in creating awareness and massive response, as well as triggering a substantial number of companies to reflect and to adapt their policy and practice. The initial approach was considered by some companies to be initially too little constructive and confusing. Others have welcomed the focus and the change it generated. Later on the campaign has been fine-tuned with more diversification according relation with and engagement from companies.

The ambition of the procurement toolkit-project did not match the mandates, capacities and resources that were available. Ultimately, the Dutch Toolkit has been published and presented.

#### *Recommendations*

Continue to make use of opportunities that emerge from the media and other sources. If a specific campaign is launched, like the hazelnut campaign, continue to assess the opportunities and risks from the perspective of the various stakeholders here and there and try to ensure sufficient capacities and support on the ground.

It is recommended to continue to diversify approaches and strategies vis-à-vis the footwear industry and to create and nurture personal relationships, more trust and positive incentives for the frontrunners. Use different campaign strategies for different audiences (campaign, dialogue, or investigating requirements for joint solutions and getting multiple stakeholders on board). Given the limited availability of resources and the well-established contacts with some, it is recommended to focus on viable alternatives, in cooperation with the frontrunners.

The SCL-organisations were able to generate much knowledge and expertise in limited time and with little resources, but in order to continue a viable dialogue with the private sector, allow for sufficient (=more) budget to ensure indepth research and data in order to maintain relevance.





## Summary of Conclusions and Recommendations

### *Child Labour Free Zones (CLFZ) and overall vision*

#### Conclusions:

- CLFZ appeals as a concept, and SCL has many successes in creating CLFZ and adapted the original model successfully to local contexts in Africa
- The appeal for and a vision of CLFZ is powerful in communication

#### Recommendations:

- The concept CLFZ can be further elaborated with indicators for applicability and criteria for progress
- In the interest of achieving the ultimate objectives (eradication of child labour), it can be considered to build more effective strategic partnerships with other international stakeholders in the area of CSR and with Trade Unions

### **Governance**

#### Conclusions:

- Despite or thanks to not very formal coordination, in all countries, the coordination was effective and the project succeeded in creating a plethora of successful initiatives and reached a relatively wide range of audiences and support.
- As was already foreseen in the project proposal, the added value of Pan-European cooperation among the Alliance2015 partners was limited. The cooperation in The Netherlands intensified and – based on a Theory of Change - became more focussed on the private sector.
- Child Labour is not mainstreamed in organisational strategies of A2015-members, and not well connected to other policy areas of some of the consortium members, including Hivos. Other consortium members (AoB, Kinderpostzegels, ICN and FNV-mondiaal) have integrated the issue of child labour in their overall strategies and programmes.
- New stakeholders, donors, target groups, objectives, responsibilities and risks emerged in the past three years.

#### Recommendations:

- In order to become more effective, Hivos and ICCO/KiA could reconsider the focus on child labour in overall organisational policies and embed child labour in corporate strategies and partnership policies, including their own CSR-policies and procedures (other Alliance members have decided not to continue).
- Given the agenda for the future, it is recommended to better define do's and don'ts, roles, tasks, mandates and responsibilities among the coalition, to develop targeted agreements for each of the consortium partners and to define a clear coordination and management structure with checks and balances.

## ***Communication and Organisational Outreach Strategies***

### Conclusions:

- In all countries the SCL-campaign has reached out to citizens through newsletters, websites, articles in newspapers, press releases and appearances on national TV and Radio. Each partner followed their own communication strategy and tools.
- With all direct or spin-off activities the outreach has considerably exceeded the annual outreach targets of 100.000 people.
- In the Netherlands, public campaigning and media outreach were insufficiently integrated in the overall campaign strategies, nor in overall communication strategies of the consortium partners, and the communication budget was too limited to organise an (expensive) public campaign.

### Recommendations:

- Public campaign and outreach could become more strategic, much better integrated in and adapted to lobby and advocacy, by ensuring that communication and media strategies and targets are fully integrated and aligned from the onset.
- Consortium partners can make better use of each others' marketing and communication departments, channels, target groups and tools. It is recommended that also marketing and communication staff of the various consortium members become engaged.
- The strategy and applicability of communication, outreach, media or engagement strategies and the diversification of campaign tools and target groups, depends on the future strategy of SCL (are the next steps 'public campaign', 'critical dialogue' or 'joint action'?). If one of the two latter strategies are dominant, it could be reconsidered whether an expensive public campaign is of sufficient added value.

## ***Lobby***

### Conclusions:

- The political lobby in The Netherlands has been very successful, due to several factors that jointly contributed to its success. The concept of CLFZ was previously unknown in Dutch policy making, but became a priority in Dutch development and trade policy. The Minister recently agreed to provide an additional 5 million Euro for the future of the SCL campaign initiated by a parliamentary amendment to the 2014 budget.
- Also related to a more favourable political climate, the attitude of the campaign has changed over-time, from sending out messages to constructive dialogue with policy makers.
- The European lobby has had some minor successes, including the EU support for the Kampala Declaration and the hazelnut campaign, but overall was too ad hoc and too 'Dutch' to have a strong, sustainable impact.

## Recommendations:

- The constructive lobby strategy is fruitful and it is recommended to continue this course, specifically when more concrete practical examples on how and why CLFZs work become available. It is recommended to also generate best practices and positive stories about the role of the private sector in abolishing child labour.
- Now that CLFZ became priority in Dutch policy, it is recommended that SCL and Dutch policy makers regularly sit together to develop strategies to collaborate and mutually use each others' opportunities to mobilise stakeholders in the international arena.
- For an effective, concerted European approach SCL should seek more like-minded partners and allies. It is recommended to identify common cause and potential areas of entrance with other NGOs, unions, concerned individuals, scientists, policy makers and private sector representatives in other European countries and to develop a European-wide vision and strategy.

## ***The private sector and CSR***

### Conclusions

- It can be concluded that SCL has had substantial impact with very little financial means, both for the hazelnut as for the footwear campaign. In a short time, with little resources and capacities, the SCL-organisations have been able to generate international attention and change in two sectors and with a number of major international players.
- The hazelnut campaign has caused quick and massive response, but had little initial engagement, local capacities and initial support in Turkey. However over time, the issue is firmly on the agenda of multinational corporations (specifically Nestlé), the Eu and the Dutch government. In Turkey, activities have been taken up by the government and by some NGOs, such as development project.
- The shoe campaign was successful in creating awareness and massive response, as well as triggering a substantial number of companies to reflect and to adapt their policy and practice. The initial approach was considered by some companies to be initially too little constructive and confusing. Others have welcomed the focus and the change it generated. Later on the campaign has been fine-tuned with more diversification according relation with and engagement from companies.
- The ambition of the procurement toolkit-project did not match the mandates, capacities and resources that were available. Ultimately, the Dutch Toolkit has been published and presented.

### Recommendations

- Continue to make use of opportunities that emerge from the media and other sources. If a specific campaign is launched, like the hazelnut campaign, continue to

assess the opportunities and risks from the perspective of the various stakeholders here and there and try to ensure sufficient capacities and support on the ground.

- It is recommended to continue to diversify approaches and strategies vis-à-vis the footwear industry and to create and nurture personal relationships, more trust and positive incentives for the frontrunners. Use different campaign strategies for different audiences (campaign, dialogue, or investigating requirements for joint solutions and getting multiple stakeholders on board). Given the limited availability of resources and the well-established contacts with some, it is recommended to focus on viable alternatives, in cooperation with the frontrunners.
- The SCL-organisations were able to generate much knowledge and expertise in limited time and with little resources, but in order to continue a viable dialogue with the private sector, allow for sufficient (=more) budget to ensure indepth research and data in order to maintain relevance.

## Annexes (list of interviewees and consulted documentation)

### *Interviewees*

#### Footwear:

Macintosh: Ingrid Weijer

Deichmann: Andreas Tepest

Clarks: Stuart Cranfield

Bata: Nicole Voillat

Van Lier: Simon van Loon

VGS (Vakvereniging Grootwinkelbedrijven

Schoenen): Jeroen van Dijken

SOMO: Ronald Gijsbertsen

#### Hazelnuts:

Nestlé: Hilary Parsons

Caobisco: Paula Byrne

Development Workshop: Ertan Karabiyik

FNV Bondgenoten: Celil Coban

Voice: Antonie Fountain

Lindt: Piera Waibel

#### Alliance 2015 :

Cesvi: Sara Ruggeri and Lylen Albani

PIN: Pavla Zcalova

IBIS: Anne Margrethe Hefting

#### Coalition Netherlands:

AOb: Trudy Kerperien

FNV: Mario van de Luytgaarden

ICCO & Kerk in Actie: Gonda de Haan and Gert Kuiper

Kinderpostzegels Nederland: Henk van Zuidam

ICN/LIW: Gerard Oonk

Hivos: Mirna Hovius, Kirstina Ullrich, Akky de Kort, Gerdien ten Cate, Tini van Goor, Sofie Ovaa and Leonie Blokhuis

#### CSR programs:

FLA (Fair Labor Association): Richa Mittal

BSCI (Business Social Compliance Initiative):

David Weiss

TFT: Hilary Thomsen

Child Labour Platform/ ILO-IPEC: Ben Smith

MVO (CSR) Platform: Suzan van der Meij

Consultant: Liesbeth Unger

#### Other Initiatives:

Global March: Kailash Satyarthi

#### Lobby:

Ministry of Foreign Affairs:

Lex van der Burg

Janneke Faber

Jeanette Scherpenzeel

Joel Voordewind (parliamentarian)

***Consulted Documents (selection):***

General documents:

- \* SCL EU proposal 2011 - 2014
- \* SCL EU budget 2011 - 2014
- \* SCL EU log frame
- \* EU monitoring report 2012
- \* EU first interim report
- \* EU second interim report
- \* Evaluation SCL 2003 - 2005
- \* Evaluation SCL 2007 - 2009
- \* Theory of change
- \* Audited financial reports
- \* Annual reports ICN

Shoes, etc:

- \* ToR research products child labour
- \* SOMO quick scan products child labour
- \* ToR research child labour in footwear
- \* SOMO report Where the Shoe pinches
- \* Research on child labour in Africa
- \* Conference back ground paper
- \* Working on the Right Shoes', November 2013)

Policy Papers:

- \* Seven reasons why the world should focus on all forms of child labour
- \* SCL position paper
- \* Kampala Declaration
- \* Managua Declaration
- \* Action plan for companies to combat child labour

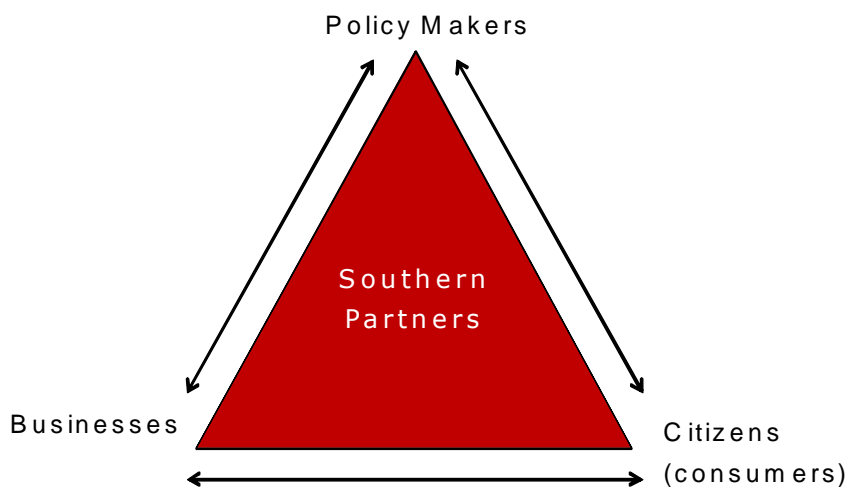
Strategy Papers:

- \* 2 pager Strengthening and expanding child labour free zones in Africa
- \* 2 pager Involving companies and CSR initiatives in the creation of CLFZ

And several magazines, kits, websites and promotional materials.

## Theory of change (developed by SCL)

To encourage companies to tackle the issue of child labour and participate in and support the process of creating CLFZ in our partner countries it is essential for SCL as a global campaign to also target companies, governments and citizens (consumers) in developed countries. Pressure from governments and citizens (also as consumers) will increase companies' sense of urgency to improve policies and practices for the elimination of child labour in their supply chain. Therefore, SCL in the Netherlands will target the head offices/management of Dutch and other multinational companies with suppliers in our partner countries to urge for effective action against child labour. At the same time, SCL in the Netherlands will mobilize citizens/consumers to ask these companies for child labour free products. Moreover, SCL will mobilize governments to stimulate and oblige companies to assume responsibility and do what they can to ban child labour and promote human rights in the workplace.



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Figure 1: The combination of Southern projects (CLFZ) with a Northern campaign that focuses on the interaction between policy makers, businesses and citizens (as consumers) optimizes results.

In this process SCL can both have the role of a watchdog and 'public monitor' towards companies as well as seek engagement and co-operation on mutually agreed targets. SCL needs to make a critical assessment of companies' behaviour, while at the same – also using that assessment – make them move on prevention and remediation measures against child labour. We will present companies with findings of research on child labour in specific sectors and – preferably on a sectoral level – make it a public issue focussed on improvements needed. We will name companies in public when no (effective) action is taken to solve the issue. However, where possible SCL will work along with companies that are motivated to improve their efforts to tackle child labour. We will seek to engage with them in a constructive dialogue on concrete measures to ban child labour and, when possible and desirable, link them up with SCL partners and other relevant actors –multi stakeholder initiatives, local organizations and community groups – to work together towards the same objective.