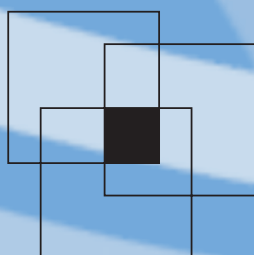




International
Labour
Organization

**GOOD PRACTICES AND
LESSONS LEARNED
ON DIRECT INTERVENTIONS
FOR THE ELIMINATION OF
THE WORST FORMS OF
CHILD LABOUR IN
BOTSWANA**

JUNE 2012



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

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International Labour Organization (ILO)

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Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
APEC	Action Plan for the Elimination of Child Labour
CB	Capacity building
CLC	Child Labour Committee
CLMS	Child Labour Monitoring System
CSEC	Commercial Sexual Exploitation of Children
CSO	Civil Society/Civil society organisation
CSR	Corporate Social Responsibility
CTA	Chief Technical Advisor
CUBAC	Children used by adults to commit crime
DBMR	Direct Beneficiaries Monitoring and Reporting
DSS	Department of Social Services
HH	Household
IA	Implementing Agency
ILO	International Labour Organisation
IMS	Information & Monitoring System
IPEC	International Programme for the Elimination of Child Labour
LFS	Labour Force Survey
M&E	Monitoring and evaluation
MLHA	Ministry of Labour and Home Affairs
MOE	Ministry of Education
NAP	National Plan of Action (against child labour)
NFE	Non Formal Education
NGO	Non-government Organisation
NPC	National Programme Coordinator (for TECL II)
NSC	National Steering Committee
OVCs	Orphans and vulnerable children
PACC	Programme Advisory Committee on Child Labour
SCREAM	Supporting Children Rights through Education, the Arts and the Media
TECL	Towards the Elimination of the worst forms of Child Labour
TPR	Technical Progress Report
UNICEF	United Nations Children's Fund
USDOL	United States Department of Labour
VDC	Village Development Committee
WFCL	Worst Forms of Child Labour

1. Introduction

Child labour remains a major concern for the government, social partners and the civil society in Botswana. This is in spite of the efforts made by government to put in place an enabling policy and legislative environment that regulates and prohibits under age children to work. The fact that a large number of children are still working in areas prohibited by the law is validated by the 2005/2006 Botswana Labour Force Survey. This official survey confirmed that a sizeable number of children work in commercial farms in remote areas, shebeens, retail stores, hawking, and street vending and in the process get subjected to exploitative and hazardous labour practices debarred by the ILO Convention No. 182. To this end, the Government put in place a National Action Programme towards the Elimination of Child Labour (APEC). In 2008, the ILO's International Programme on the Elimination of Child Labour (IPEC) launched the Phase II of the sub-regional project named "Elimination of the Worst Forms of Child Labour in Southern Africa" (TECL II).

The project is intended to assist the country to develop a comprehensive strategy to implement the APEC and realise the aspirations enshrined in ILO Conventions No. 138 and No. 182 which Botswana ratified in 1997 and 2000 respectively. Convention No. 138 (1973) focuses on the minimum age for admission to employment, which is stipulated as 15 years and further prohibits any child below 18 years to be involved in hazardous work. This Convention is complimented by the Botswana Employment Act which also sets the minimum age for admission to employment at 15 years and authorizes light or non hazardous work for age brackets 15 to 18 years.

The Government of Botswana together with its social partners have engaged implementing agencies to facilitate efforts to withdraw and prevent children from falling prey to child labour. In that regard, about 215 children have been removed from child labour and integrated or re-linked into the schools while more than 1,200 children have been identified as at risk and hence were subsequently prevented from child labour.

One of the issues that arose out the mid-term evaluation of TECL II was the need to document the good practices and lessons learned for future replication and scaling up. This report, therefore, presents some of good practices from the TECL II Project in Botswana.

2. The National Action Programme towards the Elimination of Child Labour (APEC) in Botswana and the TECL II Project

Botswana, as a signatory to ILO, has to comply with ILO Convention No. 138 (1973) and ILO Convention No. 182 (1999). Convention No. 138 focuses on the minimum age for admission to employment, which is stipulated as 15 years and further prohibits any child below 18 years to be involved in hazardous work. Convention No. 138 is upheld by the Botswana Employment Act which also sets minimum age of employment at 15 years and authorizes light or non hazardous work for age brackets 15 to 18 years. Hazardous child labour will be defined as “work in dangerous or unhealthy conditions that could result in a child being killed, or injured and / or made ill as a consequence of poor safety and health standards”.

On the other hand, the ILO Convention No. 182 on the worst forms of child labour, ratified by Botswana in 2000, seeks to eliminate the worst forms of child labour including: all forms of slavery or practices similar to slavery, such as the sale and trafficking of children, debt bondage and serfdom and forced or compulsory labour, including forced or compulsory recruitment of children for use in armed conflict; the use, procuring or offering of a child for prostitution, for the production of pornography or for pornographic performances; the use or procuring or offering of a child for illicit activities, in particular for production and trafficking of drugs; and work which, by its nature or circumstances in which it is carried out, is likely to harm the health, safety or morals of children.

To better comply with these ILO Conventions, the Botswana Government with assistance from the ILO’s International Programme on the Elimination of Child Labour (IPEC) is implementing the Phase II of the sub-regional project named “Elimination of the Worst Forms of Child Labour in Southern Africa” (TECL II), to support the implementation of the national APEC Programme to address issues of child labour. This project is also operational in South Africa and Namibia. It builds upon the foundation of the TECL I, Phase I of this project, launched in 2003, which saw the drafting of National Action Plans (NAPs or APECs) for the elimination of child labour in each country, and its major focus is supporting their implementation. The TECL II also supports developing and piloting models of direct interventions through partners. They aimed at withdrawing 2,800 and preventing 5,600 children in or at-risk of child labour in agriculture, commercial sexual exploitation of children (CSEC), children used by adults to commit criminal offences (CUBAC), and excessive household chores. The Phase II of the project commenced in September 2008 and has a completion date of June 2012. The development objective of the project is to contribute to the elimination of the worst forms of child labour and other forms of child labour in Botswana, Namibia and South Africa by supporting the implementation of NAPs (or APECs) in these countries. To this end the immediate objectives include:

- Strengthening the capacity of the key partners to be more effectively in mainstreaming child labour issues into legislative and policy frameworks and take action against WFCL, and awareness-raising among the general public and among key stakeholders.

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- Entrenching models of interventions (focusing on education and HIV/AIDS) for addressing selected WFCL and prioritized forms of child labour in Botswana, Namibia and South Africa (including developing, testing, and further mainstreamed through pilot interventions involving direct action programmes).

Following this, in 2008, the Ministry of Labour and Home Affairs in Botswana, under the Programme Advisory Committee on Child Labour (PACC), in collaboration with the ILO, published a strategic policy document that detailed the National Action Programme towards the Elimination of Child Labour in Botswana 2008-2012 (APEC Programme).

The APEC Programme is founded on a wide range of principles that were an outcome of research and extensive consultative process. The consultative process was founded on the following principles and values:

- setting realistic goals and objectives that are determined by available resources and personnel;
- consulting with children on matters that affect them;
- considering the child's best interest in actions related to child labour;
- using available resources by focusing first on the worst forms of child labour;
- commitment of necessary resources that would help solve child labour concerns;
- learning from other countries how they address child labour issues and adapting their strategies to Botswana context;
- continuous research on interventions; and
- putting measures in place to prevent harmful work activities.

The overall objective of TECL II is to contribute to the elimination of the worst forms of child labour and other forms of child labour in Botswana by supporting the constituents and partners to implement the national APEC Programme¹. By the end of the project, it is anticipated that:

- key partners will have been empowered to more effectively integrate child labour issues into legislative and policy frameworks;
- key stakeholders will be in a position to take action against WFCL;
- the general public as well as key stakeholders will be aware of issues of child labour child labour;
- models of interventions for addressing selected child labour issues as well as the worst forms of child labour (WFCL) will have been developed, tested and further mainstreamed through pilot interventions;

¹ TECL I was an ILO-IPEC project aimed to support the Time-bound Programme for the elimination of the worst forms of child labour in South Africa and laying the basis for concerted action to set up national Time-bound Programmes in Botswana, Lesotho, Namibia and Swaziland.

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- legislative and policy frameworks will have been developed to provide support for the APEC Programme.

Under the APEC Programme, the Ministry of Labour and its social partners, local community including non-governmental organisations has identified eight areas of concern with regard to child labour in Botswana as follows:

- Children in excessive household chores – Children sometimes are given excessive and inappropriate household chores that potentially have an adverse effect on their physical, emotional, social and educational development.
- Children working in Agriculture – 66% of employed children were found in the agriculture (LFS Survey, 2005/06). Children might be placed in hazardous environments and involved in work is physically harmful to them.
- Children used by adults to commit crimes – evidence has shown that sometimes children are used by adults to commit crime, there was anecdotal evidence that children are used in organized stock theft, bag snatching, house breaking and cell phone theft etc.
- Children, victims of commercial sexual exploitation – Children particularly girls are exploited in transactional and commercial sex particularly at truck stops and around bars.
- Children working in liquor, retail & informal sector – In many parts of the country, children are used as piece workers in the retail and informal sectors. Children collect and serve alcohol beverages to the customers and are exposed to unseemly adult behaviour and also prone to sexual abuse.
- Children working on the street – these are mainly children from poor households and might have dropped from school. They spend more time hanging out at malls or shopping centre, scavenging at dumping sites and sometimes going fishing to sell their catch. These children work in very hazardous environments.
- Orphaned and Vulnerable Children – OVC's are at a particular risk of being exploited in domestic work and work in the traditional agricultural sector.
- Children engaged in physical labour at schools – This involves cleaning toilets, clearing school grounds and cleaning teachers' houses, all of which are largely inappropriate.

The following has been the progress made so far under the APEC Programme in Botswana with support from TECL II project:

- Review of labour laws and other relevant legislation on child labour – All the laws that have a bearing on the welfare of children have been reviewed and gaps identified. Hitherto, the proposals for the amendment of the employment act have been drafted and finalized. Ministry of Labour will determine the next course of action.

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- Drafting and approval of the list on hazardous work – Hazardous list of occupations and the accompanying regulations for children in Botswana have been finalized. Ministry of Labour is yet to determine the next course of action.
 - Development of training modules, tools and manuals – Botswana has adapted the regional child labour manual to suit the local context and so far the manual has been used to train labour movements, the police and health education assistants.
 - Capacity building for key stakeholders (police, social workers, labour inspector, NGOs, teachers) – Botswana started the capacity building exercise with members of the steering committee and proceeded to train the teachers, social workers, police and labour inspectors.
 - Comprehensive rapid assessment of child labour in agriculture and CSEC – Rapid assessment of child labour in the agricultural sector as well as child labour and HIV/AIDS have been completed.
 - Development of a template for the regular reporting by the ministries involved in the implementation of child labour – Three Ministries in Botswana, namely Department of Social Services, the Police and Ministry of Education have developed well defined indicators as well as reporting templates.
 - Capacity of the education sector strengthened to combat child labour through the adaptation of the SCREAM Education Pack – Ministry of education has trained about 200 teachers in the Kweneng District. The Ministry has mobilized its own resources to cascade the training to other districts.
 - Effectively mainstreaming child labour issues into country policy framework of the National Development Planning (NDP10) – Child labour has been mainstreamed into the NDP 10.
 - Direct intervention in the withdrawal, rehabilitation and protection (with targets of withdrawing 700 child labourers in CSEC and the agricultural sector and preventing 1,400 children in vulnerable situations from falling victim to child labour) – At the time of compilation of this report, Humana and Childline had prevented and withdrawn a total of 1,927 children from child labour.
 - National awareness-raising campaigns on child labour, including the worst forms of child labour – Ministry of Labour and employers, workers organizations together with other partners use print media, radio, television programmes to continually educate the nation about child labour. More importantly, Botswana observes the world day against child labour annually in different districts. The event is a crowd puller and the event is characterized by the presence of the Minister, the parliamentarians as well as participation by school children.

3. Documenting good practices in Botswana

As earlier indicated this report compiled the good practices of the implementation of the TECL II project in Botswana for future replication and scaling up. The main objectives of the assignment were basically twofold:

- to identify the emerging good practices and lessons learned from the intervention supported by the TECL II project; and
- document good practices for future replication and scaling up.

The terms of reference for the assignment were to:

- Review existing literature from implementing partners, and other TECL II project reports.
- Using information provided by the implementing agencies (IAs) and from the literature review, document the good practices developed under the project, filter the good practices using the criteria developed and draft a good practice/ lessons learned report.
- Document case studies using any relevant supportive evidence of what had taken place in the course of implementation (these were collected from the project officers in collaboration with the partners).
- Where necessary, visit IAs and/or the field to further confirm the good practices – guided by the project staff on the most beneficial visits and interviews to include in the report.
- Present the draft report to stakeholders.
- Finalize the draft report and present it to the TECL II project team.

4. Defining the framework of good practices in child labour

In more general terms “the concept of good practice is used spontaneously to refer to any experience that can be subjectively qualified as successful from very different viewpoints, without having first established a series of minimum indicators that would permit their identification using objective criteria” (ILO, 2005:4). The ILO defines a good practice as “any experience guided by appropriate principles, objectives and procedures and/or advisable guidelines adjusted to a given regulatory perspective or a parameter on which there is a consensus, as well as any experience that has produced positive results by demonstrating its effectiveness and usefulness in a specific context”(ILO, 2005:4).

Any good practice, in this context, is that which enables a child to be removed from a situation of child labour and puts and keeps him/her in school. Any practice that not only facilitates this but also targets the underlying problems of poverty, sustainability is also a part of the solution. In this particular context, it is envisaged that identification and documentation of such good practices and lessons learned will inform future programmes and also influence better service delivery aimed at prevention of child labour especially in its worst forms in Botswana. In doing this, particular consideration is expected to be given to areas to the following:

- work of the implementing partners;
- capacity building initiatives;
- work of different stakeholders;
- awareness-raising activities;
- mainstreaming of child labour into institutional plans and programmes;
- policy and legislative review; and
- processes and strategies of addressing child labour in Botswana.

The broad categories of intervention that have been identified for the sake of the good practices in terms of child labour by the APEC Programme are:

- ***Direct action for victims’ assistance and legal enforcement and intervention:*** child labourers could either be rescued from work or withdrawn through persuasion or government directives. Direct action involves networking with various stakeholders, detailed planning and timely implementation. Prosecution through the various legal measures is the first step of any direct intervention. Thus direct intervention is not possible without legal enforcement. Legal measures are the first step for the removal of children from work. It takes away the right of the employer to employ a child and also obliges them to stick by the law, which would act as a strong deterrent measure. The linkage with rehabilitation (statutory as well as centre based) is as important. It is necessary for organisations to learn about these tactics related to the withdrawal/rescue of child labourers.

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- **Rehabilitation:** rehabilitation could be divided into various components- statutory and centre based being the primary ones. Centre based rehabilitation is the focus of this. In the initial stages of withdrawal/rescue, child labourers need psycho-social counselling. This coupled with education/vocational training leading to empowerment is the focus of rehabilitation. Similarly, strong reintegration measures are required.
 - **Education:** education is the most important tool to eliminate child labour. It is also the basic rehabilitative measure provided to child labourers. Formal education, non-formal and bridge courses are all means of rehabilitation. The success of the various education measures would enrich the knowledge base of all organisations.
 - **Child participation:** creating an atmosphere that facilitates children to express their views on issues related to them and their immediate environment enables them to become responsible citizens. Practices that enable this are carried out by several organisations and the consultation aims to be a platform for sharing these practices to help build networks besides enriching the knowledge base.
 - **Corporate social responsibility and ethical trade practices of businesses:** increasingly, corporate social responsibility (CSR) has taken various forms of community benefit. For the purpose of identifying good practices, CSR is usually divided into two areas: (a) how can businesses and industries that employ child labour at any point in the supply chain evolve child friendly measures? How can these be replicated to come up with an industrial code of conduct?; (b) What are the various measures that businesses are undertaking with respect to elimination of child labour and providing education for all?
 - **Mass mobilisation:** organisations mobilise the necessary target groups that they work with in a manner that the results are sustained by the groups and replicated by others. The more the reach of an organisation the wider its influence and acceptance of its practices. This is the goal towards which organisations work in order to widen their reach and effect.

Most of these are broad areas and cross cutting and therefore depend on particular contexts in the world.

5. Criteria in documenting good practices

As guidance, the ILO (IPEC, 2001:2) underscores the following as criteria of what could be determined as good practice:

Innovative or creative

- What is special about the practice that makes it of potential interest to others? The practice need not be new to fit this criterion. For example, often an approach may have been in use for some time at one setting, but may not be widely known or have been applied elsewhere.

Effectiveness/impact

- What evidence is there that the practice actually has made a difference? Can the impact of the practice be documented in some way, through a formal programme evaluation or through other means?

Replicability

- Is this a practice that might have applicability in some way to other situations or settings? The practice does not have to be copied or “cloned” to be useful to others.

Sustainability

- Is the practice and/or its benefits likely to continue in some way, and to continue being effective, over the medium to long term? This, for example, could involve continuation of a project of activity after its initial funding is expected to expire. But it could also involve the creation of new attitudes, attitudes, ways of working, mainstreaming of child labour considerations, creation of capacity, etc. that could represent legacies of a particular practice. This criterion may not apply to all types of practices.

Relevance

- How does the practice contribute, directly or indirectly, to action of some form against child labour?

Responsive and ethical

- Is the practice consistent with the needs, has it involved a consensus-building approach, is it respectful of the interests and desires of the participants and others, is it consistent with principles of social and professional conduct, and is it in accordance with ILO labour standards and conventions?

Efficiency and implementation

- Were resources (human, financial, material) used in a way to maximise impact?

It is such criteria that guided the documentation of good practices from the implementation of the TECL II project in Botswana.

6. Emerging key areas of good practices in Botswana

The process adopted in documenting good practices from the implementation of the TECL II project in Botswana was based on the experiences of the Implementing Agencies (IAs) on the ground. These were requested to identify 2-4 practices as well as lessons learned. These good practices were then compiled complemented by existing literature review from internal reports on the project. This was also supplemented with field visits or/and interviews with relevant persons to validate the information. In that regard, the study focused on good practices in any of the selected areas in North-East of the country (Francistown, Masunga, Serowe/Palapye area). The two main IAs consulted were **Humana - People to People** and **Childline**. Below are the key good practices identified and documented.

Good practice 1: Community leadership support and ownership

The issue of child labour has been a silent and sensitive one and not readily acknowledged in most of the communities in Botswana. Thus when the Child Labour programme was introduced, many often a time asked for statistics to ascertain whether child labour really existed or it was just something that had been made up. Several reasons point to this fact; among them, the economic structure that is tilted to a few powerful that practice this scourge in farms that they own, conservative culture and just mere ignorance.

It is important to note that most of the communities in Botswana are small and built on consultation and the Kgosi (Chief) wields a strong voice in the local communities. The other respectable voices are those of government departments that offer various services such as the police for security, schools for education, social department and the councils for social services. It therefore follows that any community programme must gain legitimacy among these authorities for it to have effect. Humana People to People and Childline, the two IAs – demonstrated that when well couched, a child labour programme could gain credence of the community leadership; entrench ownership and consequently ensure sustainability.

Humana were of the view that they had learned lessons from other earlier projects that had failed to succeed due to lack of community leadership support. In their areas of operation – Serowe/Palapye area, they thus identified the Kgosi, Heads of Department for Social Services (DSS) (where social workers is responsible for the child when referred for social safety nets on a government assistance programme); Ministry of Health (where the nurse would have a key role in dealing with health matters); Ministry of Education (where the teacher is critical in terms of integration in the school system); Police (to deal with enforcement of the law). This was also complemented by the District Commissioner’s Office (that implements government programmes); Members of Parliament (for the political legislative and community voice); Village Development Committee (VDC) through which all local government programmes are implemented. Humana thus sought consensus by building support through the creation of a Child Labour Committees (CLC) as part of existing VDCs. Membership representation and leadership roles varied according to the strength of each of these key stakeholders and depending on the depth of the child labour issue under consideration. For, example, in Palapye area the Station Commander – Police was chair and this made it easy to deal with issue of commercial sexual exploitation of children (CSEC). In other areas such as Selebi Phikwe the Kgosi took a lot of keen interest and always insisted that the IAs were presents in each and every meeting of the VDC.

Similarly, in Tsmaya village in the North East (where Childline operates), child labour issues are a regular agenda item on the Kgotla meetings and the Chief is the Chair of the CLC. The School

Head, Social Worker, Police, and Church are committed members and monthly meetings are well attended. The CLC is informally linked to the VDC and to other village level committees. The CLC displays leadership, ownership, and initiative. An example is that they targeted and sensitized three large commercial farms in the area, using the argument that the farm owners would benefit by improved productivity and better educated workforce in the future if they ensured that all children attended school in the present. Their wish was to focus on eliminating the root causes: "we need empowerment, not food baskets". They have initiated discussions with the agriculture officer and the Land Board to establish a pilot backyard garden for income generation for the needy.

The success of this community leadership support made it easy for the child labour issues to be identified in the community and collaboration on what effective ways to deal with child labour was sought. The idea of embedding the child labour committee within the context of VDC added value to the sensitization, implementation, ownership and therefore sustainability the programme beyond its project life.

The impact of the community leadership support was demonstrated when the IAs sought to integrate, refer or when they needed to sensitise the local community - all usually fell in place and had less difficulty. What makes this a good practice is the strong, equitable, consultative and democratic manner in which the IAs were able to implement the child labour project. It received community support and thus ownership of the CL programme was entrenched. For example in Palapye (where Humana operates) the CLC is strong and consultative. There is a clear reporting mechanism and accountability to the community on child labour issues. They summed it as "child labour is our problem and we have to take responsibility for it." Factors in their engagement included: well organised meetings with clear targets; spirit of volunteerism; open consultation; close cooperation with Humana; successful stakeholder workshop that trained/sensitized the CLC; and members' passion for child labour issues. Humana got the Chiefs to recommend recruits for outreach officers. The project has community volunteers in these villages that are doing the identification and referring these to the project for follow up. This was considered the easiest way to identify the needy children given that the villages in the Central District are far apart from each other and this could be challenging for the outreach officer to travel from one area to the other.

In terms of sustainability, owing to this overwhelming support, the stakeholders in the areas take a lead in the community mobilization on the elimination of the WFCL. In some areas such leaders use their own vehicles to go around the cattle posts to identify and follow up on these beneficiaries especially those who have been earmarked for withdrawal. Another strong point for IAs such as Humana is that they had already been running project such as Child Aid where they already had existing structures through the Ward Action Groups. These are neighbourhood committees that go door-to-door to talk with residents and identify people that need care. It is these structures that the CL project has been embedded and its sustainability seems to be guaranteed.

Good practice 2: Customising the direct beneficiary monitoring and reporting (DBMR)

Child labour monitoring is an active process for stopping child labour. It involves direct observations, repeated regularly, to identify child labourers and to determine risks to which they are exposed, to refer them to services, to verify that they have been removed and to track them to ensure that they have satisfactory alternatives. The Direct Beneficiary Monitoring and Reporting (DBMR) is one such tool that ILO had supported the IAs to adopt for this purpose. By definition, a direct beneficiary is any child, family or community member; usually identified by name, who receives goods or services directly from any IPEC project. In its narrower application in DBMR, the term refers to that child below 18 years, who



Field Officers collecting information from beneficiaries

is provided with a good or service by an IPEC project. In order to justifiably demonstrate that significant progress is being made against child labour globally, reliable monitoring and quality reporting of direct beneficiaries is essential. DBMR is a quality assurance tool used in monitoring and evaluation of project progress and tracking what happens after providing services to a beneficiary child. The DBMR guideline was first issued in 2005 and then globally reviewed in 2008 to assess its functionality. A subsequent draft edition was released in June 2009 and another updated version in December 2009 which is currently in use. Among other purposes, DBMR serves:

- as a training and reference tool for IAs in information collection and reporting mechanisms;
- to ensure a common understanding of requirements for reporting beneficiaries among IPEC staff;
- to ensure uniformity in definitions by all IPEC projects when reporting on the various categories of target children;
- to Provide appropriate information for justifying reporting of children as removed, prevented, or protected from child labour;
- to be used in accountability; and
- to inform IAs and project management whether they are realizing project outcomes as planned.

Consequently, while designing its monitoring and evaluation system each Action Programme is required to integrate the essentials of monitoring and reporting on direct beneficiaries, according to DBMR guidelines.

However, despite these perceived benefits, both implementing agencies (IAs) Humana and Childline, experienced challenges. The IAs were of the view that the system uses the coding system for confidentiality sake, which in itself is a good thing; nonetheless it has no provision for a separate coding system which could interlink with the database provided - making it difficult to use. Specifically the challenges in using the system related to:

- the coding system that could not reflect the reality in that certain indicators did not reflect the actual environment;
- the profile was in electronic form with just basic descriptors and yet they required to have full information for follow-up action using individual physical files; and
- the action officers on the ground could not comprehend the form given due to their low level education.

Upon facing these challenges, Humana decided to create its own database in MS Excel format with its simple coding that was integrated to the DBMR. They created access codes or metadata for easy retrieval and access to the actual physical file that were systematically kept in a secure place. The physical files contained information on each of the beneficiaries such as the biographical details and address; counselling and referral forms. Humana have thus developed a customised tool which helps to link codes between the different reporting forms of the DBMR and have created their own relational database. They have also developed a referral card and a file for each child in their office detailing all the services delivered. The following systems have been developed to strengthen the data collection process:

(a) Database

The database provides the coding system for the individual beneficiary for the primary target and secondary target; this is so because it will provide a clear selection criterion for the families who are eligible for training on the small income generating activities. It will become easy for the cleaning process as the report is compiled. The database also provides a smooth relation with the other tools used such as the individual files, the aggregation list, the verification form and the service coding. The database also provides for the capturing of the beneficiary names, their caregivers and the siblings which is not clearly reflected by the beneficiary forms.

(b) The referral forms

The existing tools do not have provision for referrals and therefore the project developed a referral form so that it may become easy to record the services the beneficiary has been provided with. This is also evidence of the services provided. The referring office (Humana) shortly captures reasons for referral and the service provider who will in return put a stamp on the referral for approval and acknowledgement of client intake, be it in a school, social and community development etc.

(c) School assessment form

Apart from using the school register, the project has an internal system for assessing the performance of the children re-integrated back to school. The guidance and counselling teacher signs as proof that the statement is true, this is vital as it provides full information on the school work for the child. It also caters for the 75% attendance requirement for the aggregation and verification process.

(d) Confidential counselling form

The beneficiary profile does not provide for a detailed background of the child, therefore the counselling form provides for the background of the client, what they are targeted for and important things to note about the beneficiary, this enables the other person with shared confidentiality to know in detail about the beneficiary. Even when the person dealing directly with the child decides to leave the organisation, the next person will not struggle to get the information on the child.

What makes this a good practice? It is clear that this has made the monitoring and follow-ups easy and shows innovative ways of “thinking out of the box”. This good practice simplified the level of language; the naming of beneficiaries was clear and field officers could now do their work effectively.

Good practice 3: Children's camp

One of the effects of child labour is that it deprives children of their childhood, their potential and their dignity, and that it is harmful to their physical and mental development. In most of the cases, their self-esteem and confidence is usually eroded. Self-esteem is important for the growth of the child and to feel worth of being human. It is therefore important that such self-esteem and confidence is cultivated in the children. Children who do not feel loved, have a low self-esteem are vulnerable to abuse. This is especially the case with sexual abuse where the child may be enticed with promises of reward; additionally the child may not be assertive enough as they lack confidence. Lack of information will also contribute to this; therefore self-esteem promotes the child's confidence and ability to discern negative advances and actions against them. Thus rehabilitating is more than the identification of a child.



Children playing team building games at the Children Camp

Childline has embarked on the Children's camp as a way of enhancing confidence and self-esteem among other reasons. With the assistance of a local church and the general community, Childline took close to 40 beneficiaries on a week's camp in a nature reserve. The week's activities included bush walks and talks by rangers, counselling about the risks of child labour, team-building games etc. The value of this activity is immense in terms of prevention and rehabilitation. It has brought traumatised children in touch with each other, created important support friendships, and boosted morale and confidence of the children. Observations also indicated, apart from being open, the children improved in their school performance. The Children's camp is recommended as an example of a good practice, both in terms of its content, and in terms of its cooperative approach with the nature reserve staff and the local community. This good practice is sustainable in that it has received total cooperation from the local community who have pledged to continue with donations to support the initiative.

Good practice 4: Support field visits outreach field officers

Monitoring through field visits (spot checks and supportive visits) has been part of the success stories in the implementation of the CL project by Humana. The project monitors the outreach officers through the supportive field visits. The rationale is that it is usually critical for a community mobilization project that uses a door to door strategy to seriously monitor the outreach officers through such field visits. The spot checks thus act as a way of assessing the outreach officers' strengths and weaknesses and where possible they are given the moral support to carry out their daily duties. The philosophy at Humana is that since this is community work, management staff should devote most of their time on carrying out supervision visits rather than office administration. What makes this a good practice is that management/supervision staff spends their time in the field working alongside the outreach officers showing them how to do things.

In addition to spot on checks, management/supervision officers usually use community leaders to monitor the outreach officers. The key is a strong Coordinator located within the project area and a practical apprenticeship approach to capacity building of the outreach officers. Thus, when the management/supervision staff are not there, the outreach officers do report to some local leader (at Chief's palace, clinic or school) each day on what work they have done. Usually the field officers report to these focal points in the mornings and evenings when they knock off as a check off to indicate attendance. This approach therefore builds local ownership and helps management /supervision staff to monitor the field officers activities while occupied elsewhere. The local leaders then draw up visitation reports of how the outreach officers were performing. Humana has also overcome the problems associated with high turnover of recruits in that their management structure and systems provide strong orientation to support the new recruits. In this way, they are made to feel part of team structure and the threat of staff turnover is thus minimal.

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Annex A. List of organisations and persons interviewed

IPEC

National Programme Coordinator (Ms Marianyana Selelo)

Humana People to People Botswana:

1. Monitoring and Evaluation Programme Manager (Mr Benjamin Johannes)
2. Project Leader (Ms Precious Balone)
3. Programme Officer (Mr Leburu Garpongwe)
4. Project Counsellor (Ms Virginia Loaneka)
5. Outreach Officers (Ms Bigani Dan; Mr Tikelo Mmusi; Ms Khutsafalo; Ms Matshidiso Keabetswe; Ms Mpho Ramasoto; Boitumelo Lekgobo)

Childline Botswana:

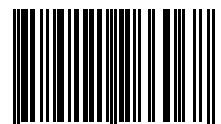
1. Programme Officer (Mr Olebile Machete)
2. Field Supervisor (Mrs Malikongwa)
3. Outreach Officer (Ms Gaolebe Sentsho)

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