



International  
Labour Office

# Time-Bound Programme

## Manual for Action Planning

**T B P**

**M A P**



Paper  
IV-6



Social  
Mobilization  
for Time-Bound  
Programmes

International  
Programme on  
the Elimination  
of Child Labour



# **Social Mobilization for Time-Bound Programmes**

**By Urmila Sarkar**

**June 2003**

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# 1 What is “social mobilization”?

It is useful to begin with the following basic principles enunciated in Oslo at the landmark 1997 International Conference on Child Labour:

*Social mobilization is a critical process that ensures commitment to change. Though there is little consensus on the exact meaning of the term, there is widespread agreement that for social mobilization to result in sustainable and permanent change, it will require: a willingness and commitment to change, action that emanates from awareness, dialogue and negotiation that facilitates respect for differences and coordination of efforts, and sharing of power through transfer of information, knowledge and capacities.*

Often, social mobilization is perceived as simply awareness raising or media activities. But, it is much more than this. The goal of social mobilization for Time-Bound Programmes (TBPs), or any other effort to eliminate child labour, is to place the issue high on the agendas of not only

governments but also local communities affected by child labour. This requires reaching a broad cross-section of society. It has been IPEC’s experience that isolated or small-scale project activities cannot make the kind of impact that is really needed; they cannot alone change cultural norms or attitudes or motivate increased public resources towards combating child labour.

Social mobilization to combat child labour ensures the involvement of as many groups and individuals as possible, creates a social and political context in which governments, employers, and trade unions are encouraged to take action, change social norms or values against the worst forms of child labour, mobilize the considerable existing resources of civil society for the cause, and help marshal public opinion against the worst forms of child labour.

The types of social mobilization include:

- the mobilization of different sectors of

## **Box 1: References to social mobilization in Convention No. 182 and Recommendation 190**

Article 6(2) states: “... Programmes of action shall be designed and implemented in consultation with relevant government institutions and employers’ and workers’ organizations, taking into consideration the views of other concerned groups as appropriate.” Thus, the Convention recommends the development of a process which is open to all groups at all levels while keeping the tripartite structure at the centre of the efforts. Significantly, Convention No. 182 contains an explicit encouragement to involve civil society in this process through the inclusion of “other concerned groups”. Organizations of civil society have developed a considerable body of expertise in the field of child labour and should be able to provide important insights to governments. Many governments already voluntarily consult concerned groups and the explicit encouragement in Convention No. 182 motivates governments to continue this practice.

Paragraph 2 of the accompanying Recommendation 190 further specifies that the views of children directly affected by the worst forms of child labour, as well as their families be taken into account. This ensures that children will be empowered to have their voices heard and that directly affected communities will be actively engaged. Paragraph 15 of the Recommendation calls for informing, sensitising and mobilizing the general public, including national and local political leaders, parliamentarians and the judiciary.

society (i.e. governments, trade unions, businesses, NGOs, religious groups, teacher associations, concerned individuals etc.);

- the mobilization of celebrities and high-profile supporters (whose support helps influence public opinion);
- mobilization of the media;
- motivation of government programmes which in turn involve public participation; and
- consultation of concerned groups including especially child labourers

Ultimately, social mobilization is instrumental to ensuring that efforts to eliminate child labour are time-bound as it motivates all sectors of society at all levels to eradicate the worst forms of child labour as quickly as possible. ILO Convention No. 1982 on the worst forms of child labour and its accompanying

Recommendation No. 190 highlight the importance of mobilizing the social partners, other civil society groups and children and their families as illustrated in Box 1.



## 2 Social mobilization takes place at all levels of the TBP

Social mobilization can be implemented through a stand-alone project or action programme<sup>1</sup> focusing on this thematic area or as a strategic component of a project or action programme. Yet, much like efforts to incorporate gender concerns into project implementation, social mobilization is an underlying process that affects both “upstream” policy work and “downstream” direct action, including putting in place the institutional framework, selecting the implementing agencies, engaging target groups as well as the different project

interventions such as rehabilitation, education or income generation activities.

While IPEC has a great deal of experience in using social mobilization to combat child labour, methodology development, pilot experiences and innovative approaches have been taking place in more or less isolated programmes and projects. The effective use of social mobilization in efforts to eliminate child labour requires a detailed, coherent strategy, which has implications for the institutional framework as well as programme design and delivery. It is important to formulate the TBPs social mobilization strategy - as a whole, which ensures that individual action programmes and pilot activities are mutually reinforcing each other.

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<sup>1</sup> Action programmes in the context of IPEC's programme approach are projects constituting small-to medium sized building blocks of the country programme approach

### 3 What IPEC has learned from past experience

In 2002 IPEC undertook an internal desk review and carried out missions to assess the effectiveness of social mobilization in selected projects and action programmes.

Box 2 summarizes some of the key findings that are relevant for TBP planners.

#### Box 2: Summary of Key Findings

- Move towards a more coherent approach to using social mobilization to combat child labour and move away from methodology development, individual pilot experiences and innovative approaches taking place in isolated programme or projects.
- Examples of good practices in social mobilization are there but need for more consolidated, rather than scattered, efforts.
- Each IPEC office can consider collectively designing its own social mobilization strategy with the National Programme Manager as convener.
- Where there are committed organizations working effectively but in need of support, IPEC can assume an advisory and technical role through alliance building, facilitating resource mobilization and working with CSOs and where there is a dearth of activity, IPEC can fill this vacuum and engage others in the struggle against child labour .
- Seek to identify and engage a broad range of social actors through alliances
- Promote participation of the victims of child labour and make the language and objectives of the project work more understandable to the affected communities
- Review and design the appropriate mix of social mobilization tools for a project/programme.
- Gather information relevant to determining the appropriate role, nature, type and size of social mobilization activities in the initial fact finding phase before programme or project implementation.
- Vigorously pursue impact analysis of social mobilization strategy should be more including the development of appropriate performance indicators and should be part of the collection of baseline information, reporting, monitoring and evaluation.
- Detailed reporting is essential to ensure institutional memory considering staff turn-over.
- Identify, document, and disseminate "good" and "bad" practices in social mobilization.

*An extensive global desk review of the social mobilization component of selected projects and action programmes has been undertaken. Missions were also undertaken in Bangladesh, India, Nepal, the Philippines, and Thailand. Results available upon request from IPEC headquarters.*

## 4 Putting together a mobilization strategy

### 4.1 Needs assessment: Critical questions to ask

The listed items in the box below include areas to consider when both designing and implementing a detailed, coherent strategy for a particular country. This list is not meant to imply that full-blown

studies should be carried out for each item. Rather, they might comprise the elements of a fact-finding review for the development of a social mobilization strategy.

Based on previous operational experience

#### Box 3: Needs assessment

- Review what social mobilization activities have been undertaken by IPEC or other actors in the country.
- Take an inventory of the organizations of civil society and government:
  - especially noting which groups are active at the district and village level and possibly preparing a database of which organizations are active in which districts or villages of the country;
  - note active UN agencies and private international organizations.
- Prepare a cultural assessment identifying opinion leaders and opinion shapers especially noting who is capable of influencing opinion at the grassroots level.
- Prepare an internal analysis of the attitude of national, state, and local government towards social mobilization, noting what difficulties could arise, and also what are good potential areas of collaboration.
- Identify and analyse the consultative processes and structures of government.
- Prepare an analysis of the process and extent to which different worst forms of child labour in the country can be influenced through social mobilization and changes in social values.
- Identify what resources are already available at headquarters and other potential sources of funding or partnerships in the country for social mobilization activities.
- Identify potential organizations for direct implementation of projects, even noting specifically who is active in what districts.
- With the input of many local actors, collect a number of possible project ideas for social mobilization that are suitable for the country, then get feedback from local people for rating which ideas are likely to be most effective.
- Group these social mobilization activities into those that should be done as soon as possible, in the first year, in the second year and in subsequent years.
- Identify what national or international level activities could be done to buttress local social mobilization activities.
- Develop a resource mobilization and management plan for the implementation of social mobilization.
- Develop a system of monitoring and evaluation for social mobilization.
- Document the process for sharing as a model in other countries.

and after initial fact-finding, it is then possible to enter into the next phase of problem identification and strategy development.

### 4.2 Situation analysis

In the design of action programmes or projects, situation analyses or background and justification sections of project documents have largely concentrated on the presence and characteristics of child labour.

Background information on the most active key social actors working against child labour or on the values or norms of affected communities should also be included. In addition to attributing the lack of awareness of the problem as a root cause of child labour, it would be useful to identify where the awareness needs to be and what are the specific barriers to raising awareness or changing attitudes. Some of the questions can be answered through interviews or consultations with key individuals and research of relevant sources of information.

Baseline surveys can also incorporate many the key questions above. Attitudinal surveys are being implemented in the Time-Bound Programmes to assess cultural norms and values related to child labour in the affected communities.

Beyond this type of information gathered, much can be done in the area of stakeholder consultations and the participation of stakeholders in the information gathering and design of the initiative. The TBPS now underway are generating new experiences in this area.

### 4.3 Project strategy

The techniques or tools listed below can be implemented through individual action programmes or constitute part of a strategic component of an action programme, project or TBP. It is important to apply the appropriate activity or mix of activities that will reach the targeted audience or have the maximum outreach depending on the project objective. These social mobilization techniques and tools can also be used to strengthen other interventions applied in a particular project such as education, rehabilitation or income generation. Examples of social mobilization activities are provided to help illustrate each tool but it is important to keep in mind that these activities have largely employed a combination of the tools listed below in Box 4.

<b>Box 4: The social mobilization toolbox – finding the right mix to achieve the desired objective</b>	
Alliance building	Grassroots community mobilization
Awareness raising activities	Children’s participation
Awareness raising materials	Mobilization of social partners
Media	Celebrity involvement
Mobilizing political will	

largely employed a combination of the tools listed below in Box 4.

#### 4.3.1 Alliance building

As mentioned earlier, the mobilization of a broad cross-section of society is needed to place child labour high on the agendas of not only governments but also local communities

affected by child labour. IPEC experience has demonstrated that one organization or lead agency cannot be successful alone in changing cultural norms or attitudes or motivating increased public resources towards combating child labour. The IPEC National Steering Committee is an example of building a broad alliance of relevant stakeholders with representation from the relevant ministries, workers, employers and other concerned groups.

National networks or Education Task Forces have been formed in several countries by IPEC and its partners using

the successful strategy of social mobilization against the worst forms of child labour and in favour of education in the inter-regional "Action Against Child Labour through Education and Training" and the APEC Awareness Raising Campaign for the Elimination of the Worst Forms of Child Labour and Providing Education Opportunities. Key actors include:

- education authorities from the Ministry of Education to school principals;
- teacher training colleges and other higher institutions;
- teachers' organizations;
- NGOs active in the field of non-formal education;
- UNESCO, UNICEF and other UN agencies at the national level;
- the World Bank and regional development bank;
- bi-lateral donors supporting programmes in the field of education, in particular primary education;
- local networks of UNGEI and Education For All (EFA); and
- local networks of the Global Campaign for Education and the Global March.

Box 5 provides an example of successful

<b>Box 5: Education Task Force – Peru</b>	
<p>A first in Peru, representatives from key stakeholders, including government, teachers' trade unions, NGOs, street education programmes and UN agencies came together to see how best education can be promoted and used as a means of combating child labour. Initiated in 2000, the Peru Education Task Force's initial successes include:</p> <ul style="list-style-type: none"> <li>• the development and adoption of a curriculum sensitive to the needs of child labourers;</li> <li>• the training of teachers in using the IPEC Teacher's Kit;</li> <li>• the incorporation of techniques that attract and retain children at risk of child labour in school;</li> <li>• the mainstreaming of children into formal education and the provision of skills training;</li> <li>• large-scale campaigns in support of the right of indigenous groups to education;</li> <li>• the mobilization of key political actors to ratify Conventions 138 and 182 and harmonize national legislation.</li> </ul> <p>In spite of a limited resource base, a successful nationwide campaign was launched in 2002 about the dangers of child labour and the importance of education. Workshops were organized for journalists and media workers, as well as public relations advisors to politicians. The campaign also included the launch of a CD featuring 30 popular Peruvian singers. Following the success of this campaign, the Education Task Force is focusing its efforts on working with the radio networks to broadcast the CD more widely and to develop radio programmes, using the CD, to reach non-literate communities where child labour is prevalent.</p>	

- relevant government ministries including Labour, Social Welfare, etc.;
  - workers' and employers' organizations;
- creation of an education task force.
- Drawing on and coordinating the varied expertise that these organizations and other key actors in the field can offer is crucial for effective social mobilization.

Ultimately, efforts to combat child labour should be part of a wider process aimed at improving the lives of the poorest and the most excluded groups. This process will need to be built on broad based alliances that have a shared understanding of the problem, the strategy, desired objective and time needed to achieve the goal.

themselves as well as a coherent strategy on how to catalyse social mobilization.

A great deal can be done simply by having National Programme or Project Managers identify key actors in their country and personally meet with them to encourage them to become active. These managers would need to have clear and specific ideas of what they would like potential actors to do. Activities should not focus exclusively on the eliminations of the worst forms of child labour, but also on ratification and implementation of the Minimum Age Convention, 1973 (No. 138) and basic education considering its vital contribution to the prevention and reduction of child labour.

Individuals who have contributed to social mobilization also need to have a sense that their efforts are achieving something and that their efforts are appreciated. An annual process of recognising contributions with certificates, pins or public awards can be considered in this regard.

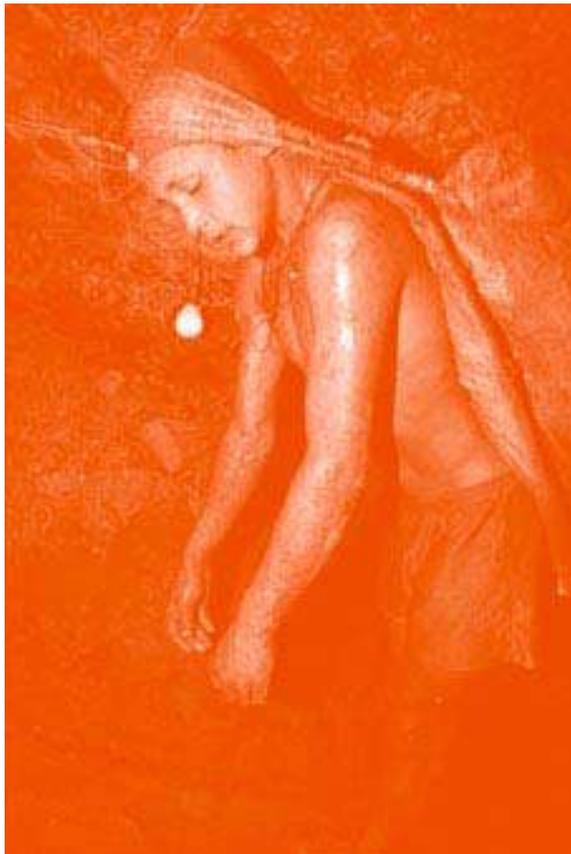
A wide variety of examples can be taken from from IPEC experience. Some of these include the following:

**Europe:**

In **Romania**, sensitization and child advocacy workshops targeting a wide range of key stakeholders from policy makers to the affected children and families using a combination of visual materials, brochures and newsletters was used as part of an integrated programme for the elimination of the worst forms of child labour in three selected metropolitan areas.

**South Asia:**

As part of an effort to build the capacity of trade unions to combat child labour in **Bangladesh**, the Bangladesh Institute of Labour Studies showed documentaries on child labour in factories, industries and other relevant organizations across the country in addition to providing training. The Institute produced two television



**4.3.2 Awareness raising activities**

Social mobilization activities can range from street village theatre and art competitions to celebrity concerts and formal consultations with key political leaders. Financing social mobilization could be a rapidly growing area with considerable potential support from bilateral donors. One would need to demonstrate a significant demand for support from within the countries

segments for national television as well as one video for distribution among National Trade Union Centres.

brick labourers to promote awareness on child labour across **Ecuador**.

**Africa:**

The Society for Social Services, a **Bangladesh** NGO reported to have involved more than 5,000 children in cultural shows and public rallies against the worst forms of child labour.

IPEC's implementing partner in **Uganda**, Kids in Need, helped create city murals dramatizing child labour and facilitated

sensitization workshops and meetings with employers and local educational authorities in order to attract children working on the streets into school as well as prevent school-going children from working. In addition to recording a CD of their child labour rap songs, KIN has successfully mobilized media attention on its performances, debates, and festivities at the African Day of the Child.

In areas prevalent with child labour in **Kenya**, there have been experiences with school theatre groups of children performing drama, songs and dance to provoke discussion. This has proven to be effective in

lowering school dropout rates among these children at risk.

**Latin America:**  
To increase the understanding of and awareness about commercial sexual exploitation in **Costa Rica**, workshops with accompanying manuals were organized for journalists as well as police so that they could better deal with the problem. Most significantly, this project resulted in an award-winning video broadcast on national television, which helped make the problem of commercial sexual exploitation a national priority for action. Focused campaigning efforts in selected target areas have been particularly evident in programmes related to child prostitution.

In another innovative effort, an artistic caravan was created with former child

**Box 6: APEC Awareness Raising Campaign: Eliminating the Worst Forms of Child Labour and Providing Educational Opportunities**

Initiated in late 2001 in Indonesia, Mexico, Peru, Philippines, Thailand and Vietnam, this project has made great strides towards increased public awareness and increased capacity for action in the selected Asia-Pacific Economic Cooperation (APEC) economies on the importance of moving children out of hazardous work and into education. In addition to the emphasis placed on ensuring high stakeholder involvement, which is critical for sustainability beyond the life of the project, a wide range of activities have been organized which have effectively reached and engaged the affected children and their families as well as national/local authorities, employers, social partners and educators. These activities have featured an impressive breadth of awareness raising materials produced at the local level with technical support from IPEC headquarters and financed from a limited resource base. These materials have included teacher training materials in Bahasa Indonesian, an informational CD on child labour and the ILO conventions and posters/leaflets in Spanish, media kits and a musical CD featuring 30 popular Peruvian singers, a video entitled "Invisible Children: A Closer Look at Child Labor", campaign t-shirts, posters in Tagalog, a web site and outreach materials in Thai with more outreach materials and a television forum in Vietnamese to come.

**South-East Asia:**

Targeted advocacy campaigns to combat child labour in the tourism industry in the **Philippines** have been launched by the National Union of Workers in the Hotel, Restaurant and Allied Industries in Metro Manila and other tourist destinations such as Cebu, Bacolod, Pampanga, Davao and Zamboanga. These campaigns have led to the production of 70 case studies on children working in the tourism industry, which provided important feedback into the training manual for Union members on combating child labour in the tourism industry.

In **Thailand** exposure trips for community leaders and administration were organized by the Phayao Women and Child Development Association in an effort to promote the occupational safety and health for children working in family fruit orchards and plantations and prevent children from prostitution and drug trafficking in Phayao. Also in Thailand, in the domain of information technology, The Hotline Centre Foundation designed a Hotline Home Page on child labour, a website poll and a chat room on child labour case management.

**4.3.3 Awareness raising materials**

Such activities are a critical means of disseminating key messages to and

stimulating action against child labour by a broad cross section of society. Accompanying materials can serve as tools for increased understanding and action on the problem. IPEC experience has shown that the most successful awareness raising activities have been organized in a decentralized manner where the production of materials, the themes for activities, and the identification of organizers are all determined and implemented in the field. The role of any headquarters or international secretariat is then one of providing resources, information gathering and sharing, and providing financial and technical support. An example of this decentralized approach is provided in Box 6.

Once the strategy for social mobilization has been designed with the appropriate mix of techniques and tools, partners and implementing agencies can be identified and objectives, outputs and activities formulated. The following sections describe the key actors and beneficiaries of social mobilization and potential partners for implementing the TBP mobilization strategy. Annex 1 illustrates how IPEC proceeds with social-mobilization project design in its own projects.



## 5 Key actors in social mobilization

### 5.1 The media

Social mobilization efforts should always be supported by news media efforts to provide a context in which people are motivated. It also constitutes an important source of motivation and pressure for governments to act quickly. The training TBP of staff in media relations has been a great initiative in this regard. To mobilise the media, technical knowledge is required in how to prepare and distribute press releases and media advisories as well as how to effectively communicate with journalists. One also needs to know who to send the materials to (i.e. key newswires, local/international broadcast, print or internet-based media). TBP staff can also be trained in web site design and the production of leaflets, flyers, posters and other promotional material. Efforts should be made to gather the media coverage of activities in order to assess whether the intended messages are being properly captured by the media and to what extent media coordination is successful at attracting media attention. The services of a news clipping services for collecting print media, for example, can be enlisted if available at a reasonable cost. It is important to distinguish between two types of media coverage in order to achieve the maximum media coverage on child labour. In addition to simple media coverage of an activity, one can also secure more comprehensive coverage through news features or television and radio documentaries or interviews.

Efforts can also be made to mobilize journalists, themselves, by organizing meetings where they can be convinced to provide more coverage on the worst forms of child labour. At a reasonable cost, journalists can be sub-contracted in Southern countries to write informative

articles about the worst forms of child labour. A public relations campaign can be organized by contracting a single agency with offices in different Southern countries.

#### 5.1.1 Some examples reaching out to the news media

One innovative attempt to secure more media coverage on child labour is the Global March Against Child Labour's Child Labour News Service which reaches thousands of journalists around the world through the internet. A similar national news service is supported by IPEC in Nepal. In Brazil, The News Agency for Children's Rights (ANDI) was created to strengthen the dialogue on children's issues through the media. With IPEC's support, ANDI published 20 times more than before on child labour with 55,000 articles published each year on children's issues. Similarly, in Tanzania, IPEC has supported a project of the Department of Information Services of the Prime Minister's Office to encourage the publication of print and broadcast media on child labour. A consultative team was established including representatives of television, radio and newspapers who were trained on and sensitised to the problem of child labour and supported by IPEC staff in their field visits to publicize the case studies and document and disseminate success stories.

In order to ensure that messages to the media are developed locally and by the victims of trafficking children, themselves, an interesting initiative has been undertaken by the Participatory Development Training Center in three provinces of Laos. This project involves the establishment of Village Mobile Teams composed of rescued victims of trafficking and young volunteers who are trained and equipped with a video camera, VCR

and an electric generator. These teams disseminate message on the problem of and potential alternatives to child trafficking in the region through grassroots video activities.

- Report positive news as well as negative – show how poor people and vulnerable children can be active, positive agents of change in their own lives.

### **5.1.2 Ethical issues when dealing with the news media**

While reaching out to the media is an instrumental component of the social mobilization toolbox, it is important to recognize and understand the related ethical issues: that the dignity and self-respect of children are preserved and that activities undertaken in no way further harm the well being or add to the misery of working children. The following include some of the recommendations of the Foundation for Future Leaders International in Ghana:

- Promote the reporting of children's issues in ways that will uphold their dignity and well being, and protect them.
- Establish a voluntary code of ethics for reporting on children (ideally in collaboration with other child labour or children's rights organizations as well as the media).
- Protect children from being exploited in reports that are harmful to their reputation or welfare – and the reputation of their families and communities.
- Where it is in their best interests, conceal the identity of children, families and communities in stories about them.
- Obtain informed consent for photographs, stories and case studies.
- Protect the identity of children who might be victimised or stigmatized as a result of news coverage – blurring or defacing photographs, using sketches instead of photographs, distorting voices; picturing the backs of heads rather than faces; withholding names; concealing locations.

MEDIALINE, an IPEC implementing partner in Nepal, has helped develop a journalists' code of conduct for reporting on children to deal with the lack of media ethics they had previously experienced. In addition to raising awareness about the problem of and potential alternatives to child labour, the media can also be used to publicize such services for children such as SOS telephone lines, social and legal aid cells as well as temporary shelters.

### **5.2 Mobilizing political will at local and national levels – political leaders and senior planners**

In order to make child labour a high priority on national agendas and mainstream child labour into national planning instruments such as the PRSP, UNDAF, CCA and EFA, political leaders and senior planners need to be engaged in the issue. The keynote speech of the President of the United Republic of Tanzania, Benjamin William Mkapa, at the International Labour Conference in Geneva in June 2001 to demonstrate his support of the TBP in his country is an example of high-level political support to end child labour. His personal attention to the problem of the worst forms of child labour ensured that the issue became a national priority for action. Still, it is important to sustain that political will through strong alliance building of key stakeholders with regular channels of communication to government.

Mobilizing political will at the local level is equally important in translating national commitments into concrete action. A key feature of the TBP in Nepal is the mobilization of district governance institutions to actively participate in the protection of children. It involves creating provisions for children in the framework of the self-

government act in order to strengthen information collection and record keeping on child labour, strengthen local judicial enforcement and the provision of legal assistance, provide para legal training to community groups and labour officers and improve access to local legal institutions such as juvenile courts. The role of local government is also emphasized in many of the child trafficking projects. In Cambodia, the sensitisation of local government authorities, law enforcement officers and tourist authorities by The New Life Center for the Protection of Children's Rights played an instrumental role in combating commercial sexual exploitation in selected tourist sites. The Yunnan Provincial Women's Federation in China has placed a strong emphasis on awareness raising among government departments, prefectures, public security bureau staff and journalists.

### 5.3 The grassroots level

At the community level, facilitated discussions with the affected children and

#### Box 7: Community participation in education

##### The MV Foundation (MVF), Hyderabad, India

The strength of the education model of the MVF is related to a large extent to the strong involvement of the community in the programme. Parent-teacher associations are established as well as village education committees, consisting of the village local government, the heads of schools and landlords. Some 15 – 20 village education committees form the Mandal (Block) Education Committee. These three institutional mechanisms ensure that teachers attend school regularly, that school timings are maintained, that the midday meal is provided and that teachers do not use corporal punishment. The three-tier system monitoring and guidance is now being replicated in non-MVF assisted villages by the state government of Andhra Pradesh in other districts.

families are instrumental in changing social norms against the worst forms of child labour. In addition to raising awareness, these discussions can initiate a problem solving process in the community. The work of the MV Foundation in education in Hyderabad, India and the CO Multiversity in the Montalban stone quarries described in more detail in Boxes 6 and 7

are important examples of IPEC experience in grassroots community mobilization against child labour and in favour of education. Income generation, changing attitudes, and the promotion of educational alternatives to child labour through community mobilization has been central to the NRSP Sialkot project. The ILO, Save the Children UK, and UNICEF were key actors in motivating the Sialkot Chamber of Commerce and Industry and the Government of Pakistan to take action on child labour in the football stitching industry. The National Rural Support Programme with the support of DfID-UK mobilized its community

organizations through its multi-sectoral programme for poverty alleviation to find alternative livelihoods for former football stitching families

Mobilizing and sensitizing parents to the hazards of child labour and the importance of education has been central to IPEC's work. The IPEC experience in Constanza, Dominican Republic provides an interesting case where the initial activity of cash compensation to families through loans was gradually replaced by an emphasis on awareness raising as this proved to be more effective in the responsible allocation of household expenditure. Religious, traditional and other community leaders have also assumed significant roles in raising awareness and changing attitudes at the local level. In Bangladesh, for example, the Society for Social Services organized community-based awareness raising activities during religious events (e.g. Eid-ul-fitre, Eid-ul-Azah, Sob-E-Kodor) as well as national Victory Day and National Shaheed Day inviting children to these festivities.

#### 5.4 Children

At the national level, a parallel process of youth and child mobilization can be promoted. C182's requirement for consultation with affected children can be taken one step further by empowering these children and former child labourers to help influence public opinion against the worst forms of child labour and be actively involved in the development of national TBPs. At a minimum, hearings can be organized for children affected by the worst forms of child labour. The different types of child participation include consultations of the children affected, organizations of child labourers and child advocates, child advocacy activities (i.e. meetings with local politicians, first ladies or prime

**Box 8: Parawagan, Philippines:  
Community organizing towards the  
elimination of child labouring the stone  
quarries – The Montalban Experience**

The Community Organizers Multiversity helped the community of Montalban campaign for the closure of the quarry due to the danger it posed to the families living nearby. IPEC, CO Multiversity organizers and the community of San Rafael then established a joint initiative to look into the child labour conditions and develop community-based strategies to mobilize affected families and other stakeholders including community and religious leaders. Through such initiatives as creating the Barangay Council for the Protection of Children of San Rafael and participation of local government, children's participation, the development of local organizations, and the development of capacities in economic production and organization, child labour has been significantly reduced in Montalban.

ministers), public events (i.e. rallies, marches, concerts), and activities for school children. Former child workers can be motivated to go back to their communities and advocate against the worst forms of child labour. In order to ensure that children are independently sharing their experiences and truly representing a movement, a process of organization involving regular meetings, participatory decision-making, and the training and elections of leaders is recommended. The Nepali based NGO, CONCERN organize annual painting competitions for working children, which results in a widely distributed calendar jointly published by IPEC and CONCERN. Children can also provide valuable input into project design. Extensive consultations were arranged by IPEC with former child labourers as part of the TBP preparatory activities in designing the TBP in Nepal and Tanzania.

In Box 9 principles of child participation adopted by the international civil society organization Global March against Child Labour are listed.

## **5.5 Mobilization of social partners**

### **5.5.1 Workers**

Workers' organizations are the natural leaders for discovering and denouncing serious child labour abuses at the local, national and international levels. They can become credible advocates for the protection of children against workplace

exploitation by documenting concrete cases of child labour and its harmful effects on the children involved. Trade unions are especially well placed to advocate for children's right to education, while at the same time asserting the rights of adult workers to adequate remuneration, thereby reducing poor families' dependency on child labour. They are also able to communicate to large numbers of adult workers and their families the importance of promoting the education of their children, of protecting them against work hazards, and of keeping them as much as possible from

#### **Box 9: Principles of child participation adopted by the Global March**

- Children should have access to information and material from a diversity of national and international sources, especially those aimed at promoting children's rights to enable children to formulate their independent viewpoints.
- Children should believe in the issues and principles of deliberations.
- Children should be encouraged and assisted in seeking out additional and alternative information on the issues being discussed.
- Child representatives should be encouraged to get involved in the planning, coordination and decision-making process in all matters that affect them.
- Any other orientation and assistance needed by the children to enable their full participation should be provided.
- The activities and the experience thereof should be interesting, enjoyable and educational for the participating children.
- No child should be asked to support or advocate for any specific proposals of any organization or movement unless they independently and personally agree with the proposals.
- Children should not be asked or expected to continue participating in programmes or activities if they are no longer interested.
- The responsible adult guardians should be with the children at all possible times to ensure the safety of children and to see that all needs of the children are met.
- Follow-up activities should be organized for the children, including the opportunity to collectively analyse and process their experiences.
- Children should not be further exploited or made vulnerable upon return from the events, conference, meetings, etc as a result of their participation.
- Children should not be used by adults for the attainment of their own goals, such as political, ideological or economic advancement.
- In general, the participation of children should be beneficial in preparing them for a responsible life for themselves and others in the spirit of freedom, understanding, equality and friendship among all people.

premature engagement in the labour market. As a major pressure group, trade unions have an important role not only in collective bargaining at the workplace, but also as part of mobilization and sensitization efforts at the national and international levels.

In many IPEC projects, trade unions are the key partner in social mobilization efforts and their broad outreach is one of their strongest comparative advantages. In the project to combat child labour in the production of surgical instruments in Sialkot, Pakistan, for instance, the awareness-raising component for the communities was taken on by trade unions. Later the unions also took the lead in working with the vendor community (owner of small sub-contracting workshops) to make them a partner in the project as a group. In a joint ILO IPEC/Declaration project to eliminate bonded labour in Nepal, the unions have the main responsibility for making known the new legislation on minimum wage for agricultural workers, which is a key instrument for keeping the freed bonded labourers permanently out of debt bondage. At the same time, the unions are organizing the former bonded labourers and helping them form their own agricultural workers' union. Another example of this from Sri Lanka is described in Box 10. The ILO Bureau for Workers' Activities (ACTRAV) has published training materials for trade unions which cover awareness raising and social mobilization.<sup>2</sup>



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<sup>2</sup> For more information, please refer to the ILO/ACTRAV web site at [www.ilo.org](http://www.ilo.org).

**5.5.2 Employers' organizations** is most prominent where a national employers' organization has a strong While employers' organizations as a rule

**Box 10: Mobilizing plantation workers to combat child trafficking in Sri Lanka**

In the estate sector, a hitherto unreported phenomenon was discovered of children being trafficked into a type of bonded labour. In this case, children were sent as domestic workers to households in lieu of loan repayments. The IPEC project "Combating the trafficking of children for labour exploitation in S. Asia" has worked with the Ceylon Workers' Congress in Sri Lanka to train a group of 30 'social mobilizers' who are members of the plantation union. They were trained to disseminate messages outlining the harm the children might suffer if allowed to leave for work promised by recruiters and brokers. Each social mobilizer is expected to reach out to 100 members. As a result, the project will at least cover a total of 3,000 plantation workers and their families before the end of 2002. A user-friendly manual has been drawn up with a video production to facilitate the trainers.

The mobilizers themselves identified ways to increase their influence on the families, including some form of identification badge and/or a room they could use as a base. These ideas - and the concept of the plantation as a distinct 'community' -- will be built into future project activity. This project has been successful, not only because it has mobilized people within a community to take responsibility for prevention of trafficking, but also because the definition of 'community' is innovative and potentially replicable (for example, a shop floor in a manufacturing plant could be considered as a community and project activity such as this could be replicated there).

focus their child labour interventions more on direct action, they also can show considerable strength in social mobilization and awareness raising. This network, either geographically through a network of Chambers of Commerce, or through sectoral organizations.



**Box 11: Mobilizing teachers in Kenya**

The Kenyan Teachers' Union (KNUT) identified priority areas of child labour deemed particularly harmful, which included child labour in the cultivation of Miraa (khat), fishing and sisal growing districts, as well as children working in tourism. Emphasis was placed on the removal, rehabilitation and reintegration of former child labourers into schools and skills training as well as awareness raising to address the problem. In fact, in one major sisal plantation, an owner banned child labour and increased assistance to the children of the plantation workers through purchasing textbooks and uniforms on account of the union's campaigning efforts. In December 1999, a National Task Force on Child Labour and Education was formed consisting of KNUT's membership as well as other key stakeholders from labour and education ministries, NGOs, faith based groups, schools and universities. The first achievement of the Task Force was to produce a child labour information resource kit for teachers in Kiswahili, which has been mainstreamed into both the teacher training and curriculum at national primary school level with the support of the Kenya Institute of Education. Child labour committees were also created across the country composed of teachers, educational and administrative authorities and community leaders. The committees have undertaken a variety of tasks including awareness raising, local resource mobilization, data collection, assisting in the removal and rehabilitation of children from hazardous work and reintegration into schools and campaigning for free, compulsory, equal and quality education for all children to prevent child labour.

The employers' organisation, the Federation of Nepalese Chamber of Commerce and Industry - Employers' Council (FNCCI-EC) has been involved in direct action with its affiliates on the issue of child labour. The FNCCI-EC is implementing programmes to declare certain areas free of child labour, but are also using all their local offices (Chambers of Commerce are found in almost every district in Nepal) to raise awareness through posters, banners and meetings, as well as using their internal publications. The FNCCI-EC is also in the process of formulating an employers' policy statement and code of conduct on child labour.

In Costa Rica, La Union de Cámaras de la Empresa Privada (UPEC, The Union of Private Enterprise Chambers) has assumed an important role in the formulation of the National Plan to Eradicate the Child Labour. UPEC has implemented a series of activities such as an awareness-raising campaign on child labour among all the sectoral chambers of the country, which led to technical cooperation in specific sectors such as

coffee and a training plan for regional chambers on the ILO Convention and the Costa Rican Child and Adolescent Code.

**5.5.3 Teacher's organizations**

Teachers and their organizations are potential agents of change. In addition to educating children on the risks of hazardous child labour and the importance of education, they can promote awareness and action by parents, communities and decision-makers in this area. In the Philippines, with the help of the Education Task Force (comprised of key stakeholders convened by IPEC), teacher's unions, NGOs, and the Department of Education, Culture and Sports have been cooperating for the first time in recent years. This is resulting in improved educational policies and programmes that better prevent children from leaving school for the labour market. Another example of the value of teacher mobilization from Kenya is described in Box 11.

## 5.6 Celebrity involvement

The active involvement of celebrities is another effective means of mobilizing the general public against the worst forms of child labour. Well-known musicians, artists and sports figures can touch a wide audience and promote attitudinal changes to child labour as well as encourage enhanced parental protection of children. The ILO has a major campaign underway that uses football as a medium for getting out the anti-child-labour message. The "Red Card to Child Labour Campaign" cited in Box 10 has also benefited from the important cooperation of several national and international employers groups.

Africa, Europe and the Americas. The March brought unprecedented international attention to the issues of child labour and basic education, and led the call for urgent action. The March was followed by a year of national, regional and international campaigning, which culminated in June of 1999 with the ILO's unanimous adoption of Convention 182 on the Worst Forms of Child Labour. More recently, the movement has joined forces with Education International, Oxfam International, ActionAid and several Southern partners to launch a new Global Campaign for Education.

According to the Global March, with the

### 5.6.1 The Global March Against Child Labour: From exploitation to education

The Global March is considered the largest social movement ever on behalf of exploited children and is a model case of where all the elements of the toolbox have been used to effectively mobilize and unite for the first time millions of children and adults around the world against child labour. There is a great deal to learn from this network of leading organizations, who have been key partners for IPEC in both raising awareness and stimulating concrete action against child labour. The actual physical march began with an 80,000 km march through Asia,

#### Box 12: Red Card to Child Labour Campaign

In partnership with the African Football Confederation and the organizers of the African Cup of Nations (COCAN), IPEC carried out a major campaign to raise awareness on child labour on the occasion of the 2002 Championship in Mali (19 January – 10 February 2002). With a simple and straightforward message: "red card to child labour", understandable to anyone familiar with the sport of football, the campaign used a variety of different media – video, popular music and print, distributed through television, radio, two international airlines and the football matches themselves to reach millions of people in Africa and beyond. Activities were carried out in 21 African nations and the national media in several countries widely publicized the campaign. It is estimated that 12 million people received the message in Kenya and 5 million in Zambia alone. In some African countries, such as Egypt and Ghana, enthusiasm for the campaign was so great that it will continue to be part of many upcoming national or local football competitions and other public events.

In view of its great success, extensions of the campaign have been developed. For example, the International Organisation of Employers (IOE), with the support of the Federation of Spanish Business Organisations, the Fédération Internationale de Football Association (FIFA) and the Real Madrid Football Club, made the campaign part of the 100<sup>th</sup> Anniversary Celebration and Match of Real Madrid on 18 December 2002. The campaign was also part of the FIFA World Youth Championship (U-20) in the United Arab Emirates (March/April 2003) and will be taken to the FIFA Women's World Cup in China (September/October 2003), the 2004 Copa America in Peru and the 2006 FIFA World Cup in Germany.

adoption of Convention 182 and growing awareness of the importance of basic education, the current political situation has presented a unique window of opportunity to make significant gains for children. At the same time, the experience of the past decade with the UN Convention on the Rights of the Child has shown that without vigilance and public pressure, promises never leave the paper they are printed on. The Global March is responding to this opportunity and challenge with a determined programme of action and advocacy.

The overall programme is being implemented through a worldwide network of partner organizations. With over 1800 partners in 140 countries, this network has shown the capacity to

achieve historic results through coordinated activities at the national, regional and international level. The International Council, composed of elected Regional Coordinators and representatives of other stakeholders, is responsible for planning and direction for the movement. The Council members guide the day-to-day work being done by the Regional Secretariats, Northern Advocacy Office in Washington, and the International Secretariat based in New Delhi. For more information about how the landmark physical march was organized as well as the Global March's ongoing campaigning, research, publications and current membership please visit their web site at: [www.globalmarch.org](http://www.globalmarch.org)

## 6 Beneficiaries and Partners

### 6.1 Beneficiaries

Traditionally, direct beneficiaries are the children and their families targeted by a particular project. Child labourers who are also victims of discrimination due to their gender, culture, or ethnicity are in desperate need of social mobilization efforts, which can counter the adverse impact of social exclusion. Yet, in the context of social mobilization, these beneficiaries can also be considered as active participants in advocacy efforts. By using a mixed strategy of alliance building, awareness raising activities and materials and media mobilization, for example, there can be a wide-scale multiplier effect that will benefit many children and families throughout society.

Since alliance building and mobilizing a broad cross section of society is critical to a successful strategy of social mobilization, reaching indirect beneficiaries is as important as reaching the affected children in a particular locality or sector who constitute the majority of direct recipients. Indirect

beneficiaries can include parents (if they are not assisted directly by the project), teachers, health officers, religious and the community at large. It is important that sufficient data is gathered about and adequate attention be placed on this target group in order to make the social mobilization strategy work. More attention to the specific needs and conditions of indirect beneficiaries as well as the affected children can ensure that project activities are better designed.

### 6.2 Partners

Typical partners have been noted in the previous section on alliance building. These include representatives from the Ministry of Labour, Ministry of Education, workers' organizations, employer organizations, UNICEF, UNESCO, World Bank, and other relevant UN agencies, bilateral donors, NGOs working with child labourers including local networks of the Global March, and many more depending on which organizations are active in a particular country. Some country programmes are more advanced in

developing a comprehensive strategy of social mobilization due in part to close links with civil society organizations.

With the development of the TBPs, these links are being strengthened.

## 7 Institutional framework and project management

The institutional framework illustrates the collaboration with partners, implementing agencies and target groups. While there are national level institutional frameworks such as the National Steering Committee, it is critical that such structures engage with broader policy development and social movements rather than focus exclusively on project implementation and monitoring. The TBP approach has catapulted National Steering Committees into creating an enabling environment against the worst forms of child labour. The TBPs have motivated such structures to increasingly interact with other key social actors. This is clearly demonstrated in the preparatory activities of the TBPs in El Salvador, Nepal and Tanzania, which has included extensive consultative processes with UN agencies and bilateral donors to NGOs and the affected communities.

It is important to involve as many stakeholders or groups in the process of developing and implementing TBPs. In terms of consultation, input from experts in a wide variety of fields such as academia, education, law, health, and economics, should be encouraged. A proposed rough framework aimed to keep this process manageable is provided below. There could be different tiers of partners:

- members of the National Steering Committee;
- partners who are routinely consulted;
- partners who are institutionally supported through TBP funding;

- partners who implement TBP Projects;
- partners who are invited to attend TBP events
- partners or contacts who are kept regularly informed of activities

Multi-stakeholder meetings and high-profile public consultations are an effective means of stimulating interest and engagement of a wide variety of partners at all levels.

### 7.1 Action groups

There should also be a structure for "ordinary," idealistic people to become involved as they are a potential source of energy and effort. Similar to the UNICEF National Committees or UNESCO clubs found in various countries, action groups might be formed in this regard. More thought can be given to a proposed structure, mandate and function of these groups.

### 7.2 Implementing agencies

The criteria for selecting implementing agencies can include their successful prior experience in working with beneficiaries and partners in achieving results. To ensure community mobilization, substantive consultation with and participation by affected children and their families can be a requirement before submitting proposals. It is important to encourage groups to work by their own will and determination rather than just as implementing agents of a particular organization otherwise their efforts will be limited to the resources available to that organization.

## 8 Planning, monitoring and evaluation

Planning, monitoring and evaluation determines to what extent social mobilization efforts in project and programmes are contributing to the elimination of child labour and how these efforts can be improved so that they make a greater impact. Useful qualitative information can be gathered through Country Programme evaluations or management reviews but this is insufficient on its own. There needs to be much more rigorous review of and reporting on social mobilization in planning meetings and monitoring including especially the use of process and outcome indicators to measure the success or failure of these efforts. Documentation, analysis, and the sharing of information about the impact projects are making is paramount to the success and sustainability of child labour interventions. IPEC continues to improve its own guidelines and training to assist governments implementing TBPs.

A number of action programmes and projects seek to strengthen local institutions and mechanisms for monitoring and evaluation as well the development of database with information on such areas as returned girls, reintegration activities and their

success. In Anglophone Africa, for example, IPEC has placed emphasis on strengthening community-based monitoring through Child Labour Committees in the villages. These committees are also monitored for how effectively they are contributing to child labour elimination including the establishment and enforcement of by-laws on child labour. School education committees have been established within the target areas of the MV Foundation in India to monitor the attitudes of parents and motivate and support them to send their children to school. Children's organizations have contributed to the establishment of participatory municipal councils across Brazil to monitor municipal funds designated to benefit children.

Community-based monitoring of families at risk and the reinforcement of community ties for crisis management are effective ways of preventing the entry of children into the worst forms. These locally developed processes and procedures should be linked to those of the TBPs in order to move towards a sustained and integrated child labour monitoring system in the target areas.





# ANNEX 1

## Elements of project design: Objectives, and indicators

### Objectives, outputs and activities

Once the strategy for social mobilization has been designed with the appropriate mix of techniques and tools, objectives, outputs and activities can be formulated. The following framework is extracted from the *Project Preparation Guidelines*, which have been prepared by the Design, Evaluation and Database (DED) Unit at IPEC Headquarters.

### Indicators

In order to determine whether social mobilization efforts are contributing to the success of TBPs, indicators of achievement should be developed which can measure the success or failure of such efforts. This

can also help in identifying what is the critical level of social mobilization needed to make an impact on social practices and government policies. After the programme objectives are identified, then outcome and process indicators can be developed. A wide range of indicators

Outcome Indicators	Means of Verification	Comments
Percentage of parents/families in the affected community who are fully aware of the risks of WFCL and strongly against the WFCL	Opinion Survey	Ideal for measuring impact of awareness raising campaign but expensive to undertake. Can be used where there exists sound base-line and possibility of repeating the surveys
Number of families (in specific community /area) requesting assistance to withdraw their children from work and enrol them	Project Monitoring System	This indicators reflects the impacts of the project on the attitudes of families towards child labour
Number of employers that agree to adopt a child labour free policy (in sector/area)	Project Monitoring System	A quantitative indicator reflecting the impact of social mobilization on employers
Child labour is included in the political agenda of relevant institutions	Declarations, plans or other official documents of relevant institutions	This indicator can be used in projects or CP (in the case of national or federal institutions) or in AP (for local institutions). The mainstreaming of child labour is, in this case, considered as a consequence of social mobilization.
Budget committed to child labour elimination in relevant institutions	Annual budget of institutions	In general, the increase of the budget is an effect of social mobilization. In general, this indicator will be used in CP, TBP or specific projects covering a whole sector (education, trafficking, etc.)

and means of verification by categories of objectives, which include social mobilization are included in *Identifying and Using Indicators of Achievement* produced by the DED Unit. Some examples are highlighted below:

- Number of people participating in major public events
- Number and status of high-profile supporters

The next step would be to develop a number of process indicators, which match the different outcome indicators for the social mobilization component.

Outcome indicators are the ultimate test of how successful social mobilization efforts are. Still, regular social mobilization status reports, which measure process indicators can give an indication of progress towards reaching objectives. Process indicators can include:

- Number of consultations with affected children and families (e.g. for community-based monitoring schemes)
- Number, size, and quality of public-awareness activities
- Number of articles or television/radio programmes on child labour