



Learning into action:

Strengthening CLMRS implementation through qualified and trained Personnel

This brief presents practical measures for recruiting, employing, training, and supporting CLMRS Personnel to strengthen the impact of CLMRS. It draws on ICI's experience implementing CLMRS in cocoa communities in Côte d'Ivoire and Ghana. The recommendations in this brief can be adapted to other supply chains where commodities are grown by smallholder farmers.

CLMRS and behaviour change

Child labour is a complex issue. Addressing it requires providing ongoing support and engaging with households to enable them to change their behaviour in ways that better protect their children from child labour.

Child Labour Monitoring and Remediation Systems, or CLMRS, are child-centred support systems that aim to address child labour by supporting behaviour change at the household level through ongoing guidance, awareness-raising, and material support. CLMRS rely on CLMRS Personnel, sometimes known as monitors, agents or field officers, to make this possible in practice.

CLMRS Personnel visit households, **raise awareness** of the dangers of child labour, **identify** children in child labour, and collect information in the CLMRS database. If a child is found in, or at risk of, child labour, **support** is provided to the child, their household and/or the community. In parallel, CLMRS Personnel conduct regular **follow-up** visits to guide households and monitor the situation of children until they are no longer found in or at risk of child labour. Throughout the process, CLMRS Personnel support caregivers to change behaviour to better protect their children.

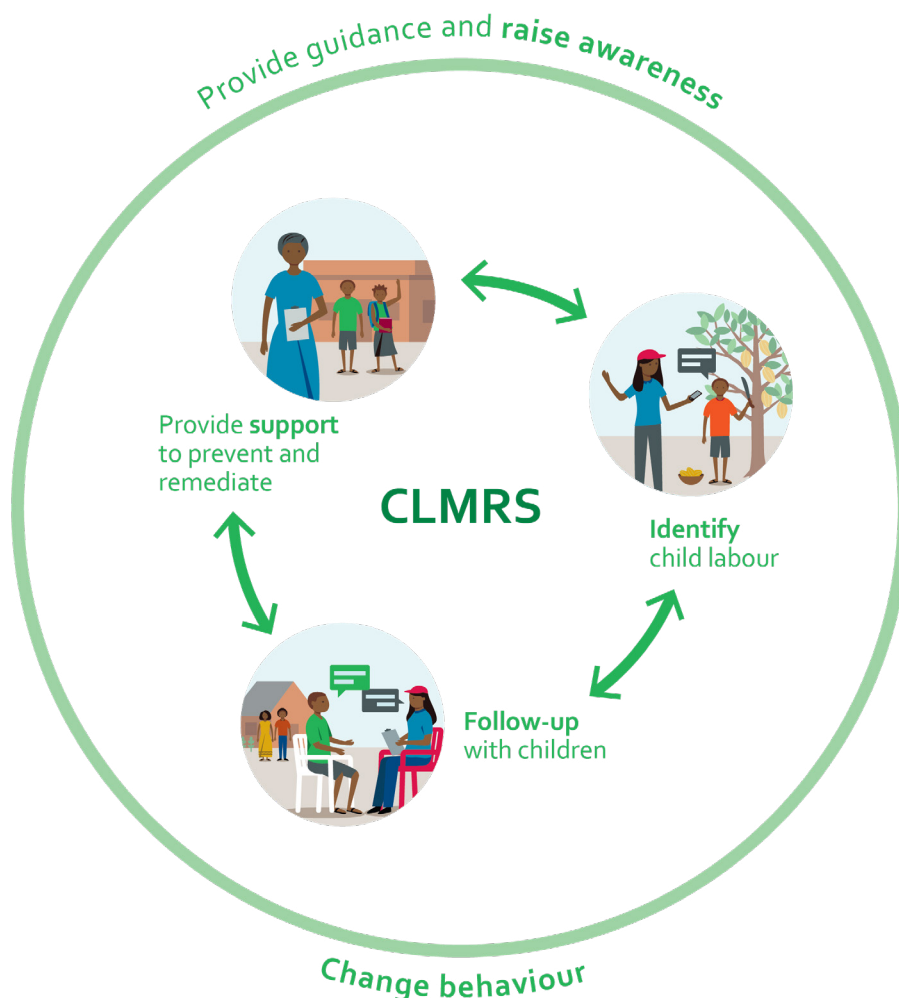
Why are CLMRS Personnel central to CLMRS impact?

The role of CLMRS Personnel goes beyond collecting information or delivering messages. Through repeated visits and consistent engagement, they build relationships of trust and interact with farmers to help them make safer decisions for their children, and sustain changes regarding child labour, which will ultimately better protect children and promote their development. This continuous engagement and guidance are the drivers of behaviour change, and are in themselves a key form of support provided through the CLMRS, alongside other material support activities.

The effectiveness and impact of a CLMRS, therefore, depend largely on the quality and

continuity of the relationships built between CLMRS Personnel and households, which in turn depends on the skills, experience and commitment of CLMRS Personnel. Qualified, trained, specialised and well-supported CLMRS Personnel are better able to build trust with caregivers, conduct meaningful awareness-raising and follow-up, and guide households through behaviour change over time.

Supporting CLMRS Personnel to perform their roles effectively strengthens the system's ability to identify children in child labour, provide effective support, reach more children, and ultimately help more children stop working.



Practical measures to support CLMRS Personnel

CLMRS Personnel require the right skills and sufficient time to engage meaningfully with households and promote behaviour change. This requires CLMRS implementers to invest in how CLMRS Personnel are recruited, employed, trained, and supported.



Recruit personnel fully dedicated to CLMRS activities

Supporting behaviour change, conducting awareness-raising, and engaging meaningfully with households require a specialised skill set and sufficient time dedicated to CLMRS activities. CLMRS Personnel should be hired specifically for this role, rather than adding CLMRS responsibilities to the duties of staff in other positions, such as agronomists or cooperative outreach agents.

Personnel who combine CLMRS responsibilities with other roles may have limited time available and could struggle to engage with households. This can result in short, transactional interactions focused primarily on data collection, rather than meaningful dialogue. Furthermore, engaging with the same person on different topics may also confuse caregivers and dilute child protection messages.



Hire full-time CLMRS Personnel

Full-time personnel are better able to conduct thorough visits, provide continuous follow-up, and build the trust needed to support behaviour change. Personnel working full-time also have the flexibility to adapt visits to households' availability. Personnel working only part-time on CLMRS activities may struggle to dedicate sufficient time to these responsibilities, which is why this practice is not recommended.



Invest in recruiting more women

Sector experience shows that female CLMRS Personnel identify higher average rates of children in child labour than male personnel, helping more children receive support. Likewise, children monitored by female CLMRS Personnel are more likely to stop engaging in child labour. Encouraging the recruitment of women can thus increase the system's impact. Find out which practical measures work to hire and retain female field staff in [our brief](#).



Offer long-term contracts and secure conditions

CLMRS Personnel employed on long-term contracts are better able to build on previous interactions, use accumulated knowledge of, and trust built with, households and communities, and adapt their approach based on evolving needs.

Because many competencies are acquired through training, practical experience and ongoing coaching, high turnover can weaken implementation quality and represent significant operational costs for CLMRS implementers. Stable contracts and fair remuneration also help attract qualified candidates and reduce turnover.



Recruit qualified candidates with the right profile

The CLMRS Personnel role requires a specialised combination of technical knowledge and interpersonal skills. Building trust with households and supporting behaviour change requires strong communication, listening, and relationship-building skills. Candidates should also be able to grasp complex subjects and learn new skills quickly. In practice, the role requires a profile closer to a social worker than an agronomist. Download an example of [CLMRS Personnel Terms of Reference](#) or [read the CLMRS Manual](#) for more recommendations.



Provide comprehensive training

Providing in-depth training from the outset is essential to ensuring CLMRS Personnel can perform their roles effectively. It also helps reduce the operational costs associated with poor-quality implementation.

Training should combine theoretical learning with practical exercises, including role play and supervised field visits. Initial training should cover topics such as child labour, child development, motivational interviewing techniques, among others. Refresher training sessions should also be delivered regularly to reinforce competencies, address emerging needs and observed shortcomings or gaps. Explore ICI's [Training Curriculum for CLMRS Personnel](#) or [read the CLMRS Manual](#) for more recommendations.



Coach and support Personnel

Initial training alone is not sufficient to cover all the skills and knowledge required for the role. CLMRS Personnel should receive ongoing supervision, coaching, mentoring, and practical support to continuously improve their performance and maintain high-quality implementation. Supervisors should regularly monitor field practices, identify performance gaps, and provide targeted coaching or refresher training where needed.



Provide appropriate equipment

CLMRS Personnel should be equipped with the tools and operational support necessary to perform their roles safely, efficiently, and professionally. Because CLMRS activities involve frequent travel to remote communities, household visits, awareness-raising, and digital data collection, inadequate equipment can limit implementation quality and reduce the ability of personnel to engage effectively with households.

Standard equipment should include suitable transportation for rural terrain, protective gear, appropriate attire for clear identification, tablets or smartphones for data collection, access to up-to-date household information, and materials for household and community awareness-raising sessions.



Want to learn more?

[CLMRS Manual](#)

[Terms of Reference for CLMRS Personnel](#)

[Training curriculum for CLMRS Personnel](#)

[CLMRS Core Criteria](#)