

# ANNUAL REPORT 2016

# GIRLS ADVOCACY ALLIANCE



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## LIST OF ABBREVIATIONS

ACCA	African Coalition for the Corporate Accountability
ACERWC	African Committee of Experts on the Rights and Welfare of the Child
ACPF	African Child Policy Forum
ACRWC	African Charter on the Rights and Welfare of the Child
ADB	Asian Development Bank
APC	Alliance Programme Committee
APT	Alliance Programme Team
ASEAN	Association of Southeast Asian Nations
AU	African Union
BoD	Board of Directors
CBO	Community based Organisation
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CM	Child Marriage
CRC	Committee on the Rights of the Child
CSEC	Commercial Sexual Exploitation of Children
CSO	Civil Society Organisation
CSR	Corporate Social Responsibilities
CSW	Commission on the Status of Women
DCI	Defence for Children International
DCI-ECPAT	Defence for Children – ECPAT Netherlands
DFID	Department for International Development
DV	Domestic Violence
EAC	East African Community
EC	European Commission
ECOWAS	Economic Community of West African States
ECPAT	End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes
EE	Economic Exclusion
EU	European Union
FGM	Female Genital Mutilation
FGM/C	Female Genital Mutilation/Cutting
GAA	Girls Advocacy Alliance
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GMACL	Global March against Child Labour
GO	Girls' Organisations
GYW	Girls and Young Women
HLPEE	High Level Panel on Economic Empowerment
HLPF	High Level Political Forum on Sustainable Development
HRC	Human Rights Council
IATI	International Aid Transparency Initiative
ICT	Information Communication Technology
ILO	International Labour Organisation
IMF	International Monetary Fund
INGO	International Non-Governmental Organisation
L&A	Lobby & Advocacy
LGBTQ	Lesbians, Gays, Bisexuals, Transgenders and those Questioning their gender identity or sexual orientation
MoFA	Ministry of Foreign Affairs
MoGCSP	Ministry of Gender, Children and Social Protection
MoH	Ministry of Health
MoJ	Ministry of Justice
M&E	Monitoring & Evaluation

NACG	National Action and Coordination Groups to End Violence against Children
NGO	Non-Governmental Organisation
OH	Outcome Harvesting
OHCHR	Office of the High Commissioner for Human Rights
PM	Permanent Mission
PME&L	Planning, Monitoring, Evaluation and Learning
REC	Regional Economic Communities
RNE	Royal Netherlands Embassy
SAARC	South Asian Association for Regional Cooperation
SACG	South Asia Coordinating Group on Violence against Children
SAIEVAC	South Asia Initiative to End Violence against Children
SDGs	Sustainable Development Goals
SIGI	Social Institutions and Gender Index
S4YE	Solutions for Youth Employment
TdH	Terre des Hommes
TVET	Technical Vocational Education and Training
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Organisation for Education, Science and Culture
UNFPA	United Nations Population Fund
UNGA	United Nations General Assembly
UNGC	United Nations Global Compact
UNHQ	United Nations Head Quarters
UNICEF	United Nations International Children's Emergency Fund
UNSP	United Nations Special Procedures
UNWOMEN	United Nations Entity for Gender Equality and Empowerment of Women
UPR	Universal Periodic Review
USAID	the United States Agency for International Development
WB	World Bank
WHO	World Health Organization
WRO	Women's Rights Organisation

## INTRODUCTION

The Girls Advocacy Alliance (GAA) is a 5-year joint programme (2016-2020) of Plan Nederland, Terre des Hommes Netherlands and Defence for Children - ECPAT Netherlands. The GAA is led by Plan Nederland and is implemented in strategic partnership with the Dutch Ministry of Foreign Affairs under the Dialogue and Dissent framework.

Goal of the programme is that, by 2020, governments and private sector actors make sure that girls and young women in Ghana, Ethiopia, Kenya, Liberia, Sierra Leone, Uganda, Bangladesh, India, Nepal and the Philippines no longer face Gender-based violence and economic exclusion. To this end, the GAA aims to influence key stakeholders in governments, the private sector and civil society organizations (CSOs) as well as community leaders to initiate lasting changes in their society that will benefit girls and young women.

Most notably, we enable civil society organizations, so that they can influence their governments for strengthened accountability, more inclusive growth and development, and a reduction of the inequality in their countries. We also support CSOs to make private sector players more accountable for their contribution to the economic empowerment of girls and young women.

At the same time, the programme mobilises key decision makers to address harmful social norms and values. These norms and values often keep citizens from demanding justice and from playing a positive role in the protection of girls and young women from harmful practices and from motivating them to explore their full potential.

Finally, the programme also addresses the government and private sector in the Netherlands and uses international mechanisms in support of the efforts in the ten programme countries.

This first Annual Report (January – December 2016) describes the progress of the Girls Advocacy Alliance programme towards its objectives and considers the programme's effectiveness as well as the quality of collaboration. It also explores changes in the external context and reflects on the relevance and validity of the programme's Theory of Change. A financial progress report is included in part II of this report.

The first seven months of the GAA programme (January – July) were dedicated to the elaboration of contextualised Theories of Change and detailed programme plans, the selection and contracting of local partner organisations, and the implementation of a baseline study. Processes and outcomes of this phase were reported in the GAA Inception Report (12 September 2016). This Annual Report therefore focuses on the outcomes of the first months of the actual implementation phase, which officially started on 1 July 2016.

-I- PROGRESS ON LOBBY  
& ADVOCACY  
AND CAPACITY DEVELOPMENT

GIRLS  
ADVOCACY  
ALLIANCE



# 1. THE GIRLS ADVOCACY ALLIANCE PROGRAMME

## 1.1. GOALS AND OBJECTIVES

The Girls Advocacy Alliance (GAA) envisions a world wherein all girls and young women enjoy equal rights and opportunities, and benefit equally from development outcomes. Therefore the long-term (2030) goal of its joint programme 'Advocating for Girls' Rights' is to ensure that girls and young women are free from all forms of gender-based violence and are economically empowered.

To achieve this, the GAA applies a broad spectrum of Lobby & Advocacy interventions to increase public support; to improve policies and practices of corporate/private sector actors, to seek implementation of effective legislation and public policies; and to improve practices of government actors in support of the prevention and elimination of gender-based violence and economic exclusion of girls and young women.

At the same time, the GAA focuses on the strengthening of capacities of civil society organisations and networks (in particular Girls and Young Women organisations) to influence government and corporate/private sector actors to eliminate gender-based violence and economic exclusion.

The GAA programme is implemented in ten countries<sup>1</sup> in Africa and Asia and has two regional programme components. Two programme components, finally, address gender-based violence and economic exclusion at international policy levels and at the level of Dutch public and corporate policies.

## 1.2. THEORY OF CHANGE

The Theory of Change of the Girls Advocacy Alliance describes how the alliance expects change to happen. The Theory of Change first identifies the desired long-term goals of the alliance programme. Then, it identifies all the conditions and stakeholders that must change in order to achieve the desired long-term goals. It indicates the causal relationships between these conditions (pathways of change). And it makes explicit the assumptions that explain why the alliance expects changes to happen in this particular order and interrelationship.

### Long-term goals, involved stakeholders and levels of change

The GAA Theory of Change aims at the elimination of gender based violence and economic exclusion of girls and young women. In this context, the programme pays particular attention to Gender-Based Violence, Commercial Sexual Exploitation of Children (CSEC), sexual violence and abuse, Female Genital Mutilation/Cutting, child trafficking, child marriage, economic exclusion, access to post-primary education and vocational training, decent work and female entrepreneurship.

The Girls Advocacy Alliance's Theory of Change is structured around four strategic goals:

1. Effective implementation of legislation and public policies and improved practices of government actors in support of the prevention and elimination of gender based violence and economic exclusion of girls and young women.
2. Improved policies and practices of corporate/private sector actors in support of the elimination of gender based violence and economic exclusion of girls and young women;
3. Increased public support for the elimination of gender based violence and economic exclusion of girls and young women;
4. Increased influence of civil society organisations and networks (in particular girls' and young women's organisations) on government and corporate/private sector actors to eliminate gender based violence and economic exclusion of girls and young women.

The pathways of change each address one of these goals yet they are intertwined and mutually supportive. Each of the strategic goals is associated with a key stakeholder in the issues of gender-based violence and economic exclusion: Governments and international/regional

<sup>1</sup> Country programmes in Bangladesh, Ethiopia, Ghana, India, Kenya, Liberia, Nepal, the Philippines, Sierra Leone, Uganda.

intergovernmental bodies, Private sector actors, Traditional, religious and community leaders, and Civil society organisations and networks.

The GAA expects that three different stages can be distinguished in the change process in which these key stakeholders are involved. The first stage of change entails the generation of public and political attention to certain problems or issues; for which we use the term 'agenda setting'. Adoption or revision of laws and policies is the following stage of change; something which can be considered as 'policy change'. Finally, the third stage of change is about the effective implementation and follow up of existing laws and policies by key stakeholders mentioned above. This is what the GAA perceives as 'practice change'. Only policies and laws that are effectively implemented and enforced will generate positive and concrete effects in the lives of our final beneficiaries: girls and young women.

### Adapted Theories of Change

During the inception phase of the alliance programme (January – August 2016), Theories of Change were developed for each of the 14 programme components. These adapted Theories of Change describe the specific goals, pathways of change and key actors as well as the underlying assumptions on how we think change happens in a particular (country/regional) context.





## 2. EXTERNAL CONTEXT

### 2.1. OVERALL CHANGES IN THE EXTERNAL CONTEXT

The external context of the GAA programme, including the legal frameworks and practice of lobby targets, was comprehensively mapped during the Inception Phase (January – July 2016)<sup>2</sup>. Not surprisingly, the Girls Advocacy Alliance Programme Teams (APTs) do not report structural new developments in the external context of their programmes as compared to these analyses. Rather, regressive and conservative trends that are outlined in the Inception Report in many countries seem to have continued and even become more evident. The international APT notes increasing and explicit reluctance in the UNHRC to discuss gender, sexual and reproductive health rights, LGBTQ rights and other contentious topics. In Bangladesh, the minimum age for marriage is under pressure. In Nepal, the new general criminal code threatens to reverse important women's rights. The Philippines' government proposes to lower the minimum age for criminal responsibility to 9 years. And in Sierra Leone, aspiring political leaders publicly speak out for FGM to win electoral support.

At the global level, Brexit and the election of Donald Trump underline and strengthen trends towards isolationism, protectionist trade and investment policies and stronger emphasis on safety and security in policies and budgets. The Netherlands APT notes that the political climate opposes international cooperation, including the development of international rules on trade and standards on CSR. Similar concerns emerge from GAA's regional reports. The new funding plan for the African Union (AU) is expected to focus on peace and security operations, to the prejudice of the Human Rights agenda, including children's and women's rights issues. In Asia, interstate collaboration was set back by the cancellation of the summit of the South Asian Association for Regional Cooperation (SAARC) as a result of diplomatic tensions between India and Pakistan over terrorist attacks. The Netherlands APT fears that anti-EU sentiments may negatively affect the development of European due diligence standards for private companies.

Elections in 2016 did not lead to significant changes in the political landscape in Uganda, Ghana and at the AU. Delays were incurred in these countries though, as relationships had to be established with newly appointed civil servants at different levels. In some cases, outgoing dignitaries lost commitment and vigour. In India and Nepal, administrative reorganisations had comparable effects. In the Philippines, on top of these challenges, the elections did bring actual political change. The new government places high priority on drugs, peace and order, and GAA organisations report that this compromises the enforcement of child protection and the fight against gender-based violence.

Civil unrest, war and economic developments were a marked influence in Africa. Months of public demonstrations and the consequent State of Emergency continue to (further) complicate lobby and advocacy efforts in Ethiopia as well as at the African Union and other regional bodies that reside in Addis Ababa. The growing influx of refugees from Burundi and South Sudan throughout the region led to increased vulnerability of children, especially girls and young women, to trafficking and sexual exploitation. In Uganda, long dry spells, increased household poverty and food insecurity had comparable effects. In Sierra Leone, reduced economic growth and austerity measures increased the cost of living for many families, thereby exposing more girls and young women to gender based violence and economic exclusion.

Fortunately, positive developments were reported as well. The UN held a first-ever Forum on Human Rights Democracy and Rule of Law on the theme of "Widening the Democratic Space: the role of youth in public decision-making" - an important development in light of opening up the space for CSOs to promote gender equality worldwide. In the Netherlands, the government as well as the private sector seem increasingly willing to (self)regulate private sector behaviour in global supply chains, as evidenced by the recent adoption of the Act 'Duty of care Child Labour' by Dutch parliament and by private companies' growing engagement with social

2 External baseline study of the Girl Advocacy Alliance Programme by Ecorys (August 2016); an update and elaboration on the June 2015 context analysis by the alliance as part of the Outline Programme Document 'Advocating for Girls' Rights! Equal Rights and Opportunities for Girls and Young Women' (August 2015).

issues in their supply chains. Despite regressive tendencies, there is continued political will and commitment to address GAA themes. The call of Dutch Minister Ploumen to support CSOs working on family planning including abortion, in response to Donald Trump's announcement of the Mexico City Policy, was met with great support from national and international actors. The AU Campaign to End Child Marriage had important spin-offs, such as national launches, media attention and prioritisation in 19 member states including GAA programme countries Ethiopia, Uganda, Liberia, Ghana, Kenya and Sierra Leone; the adoption of an African model law on child marriage, and steps towards greater interstate accountability and monitoring of the Common African Position (CAP) on Child Marriage. The African Year of Human Rights with Special Focus in Women's Rights as well helped to put GAA themes in the footlight. The adoption of the declaration on The Human and People's Rights Decade in Africa, and the development of a Ten Year Action plan for the promotion and protection of Human Rights indicate a lasting focus on Human Rights in Africa.

## **2.2. THE ENABLING ENVIRONMENT FOR CIVIL SOCIETY**

The overall political climate of increased isolationism, protectionist policies and focus on safety and security is at odds with an enabling environment for civil society. APTs from Africa and India note that spaces for lobby and advocacy and overall engagement by civil society have reduced during the past year. In India, stricter monitoring of FCRA accounts increasingly restricts NGOs receipt of foreign funding. In Uganda, although the GAA organisations did not experience any impediments or negative trends to this end, the January 2016 NGO Act is seen by many CSOs as a means of increased government control of NGO operations, especially those with a critical stance towards government policies. In Ethiopia, where large scale public mobilisation was met with brutal reaction, government tolerance to civil society engagement has only further reduced. Increasingly stringent government requirements for the co-funding of service delivery hindered the planning and implementation of GAA actions. Also, NGO participation to several high-level AU meetings was cancelled.

The testimonies of the GAA organisations and their partners are in line with findings from recent CIVICUS reports. In its February 2017 Enabling Environment National Assessment (EENA) report, CIVICUS concludes that the environment for civil society is volatile, contested and often under pressure. Terrorism and security are common drivers behind restrictions for CSOs, and there is a continued trend to restrict CSOs receipt of foreign funding. India and Ethiopia are mentioned as two countries where civic space is seriously violated. In Bangladesh, civil society is under direct attack of extremist forces - a development that to date was not reflected in local GAA organisations' reports but that may well affect their strategic choices.

## **2.3. EFFECTS ON GAA PLANS AND OUTCOMES**

Overall, the developments and trends as outlined above are not expected to significantly affect GAAs plans and outcomes. In August 2017, all APTs will analyse the external context of their joint programme and assess whether plans and expected outcomes for the coming period need adjustment. In some cases this may lead to moderations of ambitions.

## 3. EFFECTIVENESS

### 3.1. OUTCOMES OF LOBBY & ADVOCACY

#### Baseline

From the external baseline study of the Girl Advocacy Alliance Programme that was conducted in 2016, it can be concluded that in most programme countries, even though relevant legislation and policies exist, putting these into practice remains a challenge:

- Ministries and government agencies have limited capacity and commitment to implement policies and programmes on gender-based violence and economic empowerment. Responsibility and accountability systems are weak, and relevant ministries have insufficient power and resources to ensure gender mainstreaming and enforce implementation of policies and programmes;
- Government officials and the wider public have limited awareness and understanding of laws and policies on gender-based violence, economic exclusion and gender equality. Cultural traditions and community attitudes hinder the enforcement of laws on child marriage and other harmful practices;
- Service delivery in the areas of protection and economic empowerment is weak, mainly due to capacity constraints. Legal support services for victims of violence and harmful practices are, for example, limited;
- The elimination of gender-based violence and economic exclusion is further hindered by limitations to the scope for an independent civil society to effectively advocate for gender equality;
- Finally, involvement and commitment of the private sector in promoting economic empowerment, addressing gender-based violence and providing decent work and employment opportunities for girls and young women is very limited.

#### Assessment of outcomes of the programme in 2016

Lobby and Advocacy programmes operate in complex and ever changing environments. Changes in policies and practices of key stakeholders do not evolve in a linear and predictable manner. To do justice to this reality, the GAA has adapted in its PME&L system key building blocks of adaptive programming, notably the use of Theories of Change and Outcome Harvesting. During annual Outcome Harvesting meetings, APTs and local partner organisations jointly reflect on collected evidence on relevant changes and determine - through a process of internal and external validation and substantiation - whether and how their interventions contributed to these changes.

By the end of the current reporting period (January - December 2016), implementation of Lobby and Advocacy actions by the GAA organisations and their partners had been underway for 6 months at the most. Within this short timeframe, advanced changes to the above outlined starting situation as an outcome of the programme are not to be expected. The alliance therefore did not find it expedient to harness a full-fledged Outcome Harvesting process. Instead, APTs and local partners during preliminary outcome assessments identified initial changes at the level of the key stakeholders of their joint programme, and jointly reflected on the contribution of GAA interventions to these changes. The results presented in the sections below should be considered against this background.

#### Summary of outcome results

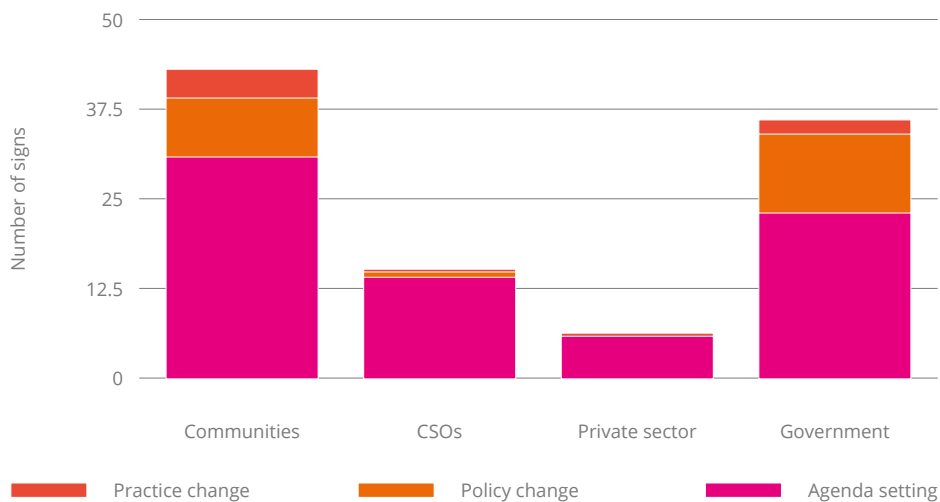
For 2016, APTs and local partners observed 100 signs of change at the level of the key stakeholders of their joint GAA programmes to which they assessed their interventions as a plausible contribution. In line with the GAA Theory of Change, the majority of these signs of change was observed at the level of agenda setting - the first stage of change, whereby public and political attention to certain issues or problems is generated. Most of these signs involve changes initiated or endorsed by community leaders, affecting awareness and attitudes of the general public. Evidence of increased priority for issues of Gender-based violence and economic exclusions was also noted at the level of government agencies, CSOs, and - to a lesser extent - private sector actors.

Some examples of adoption or revision of laws and policies are identified as well, both by government agencies and by community leaders (customary laws or by-laws). A small number of signs of practice change was noted, with improved effectiveness in the implementation and follow up of existing laws and policies by key stakeholders at community level and at the level of government actors.

By far most signs of changes were noted at the level of community leaders and the general public. Positive changes were also initiated or endorsed by government agencies and CSOs. A small number of changes, finally, was observed for the private sector.

Below table shows the division of signs per actor and per change level.

**Table 1: Signs per actor and change level**



In the following sections, signs of changes are presented per actor for each of the three stages of change of the GAA Theory of Change: agenda setting, policy change and practice change. A brief summary is included for each stage of change.

### 3.1.1. Agenda setting

The GAA baseline study confirms that in most programme countries, government officials, key leaders, CSOs and - to a lesser extent - companies are well aware of issues of gender-based violence and economic exclusion. There is general consensus that gender-based violence in its most violent forms is unacceptable, and that no child, man or woman should live in poverty. Incidences of gender-based violence and economic exclusion are discussed in a variety of fora and settings. However, lack of awareness on existing laws and policies, poverty and discriminating norms and values often form persisting barriers to actually address cases of child marriage, abuses and adverse working conditions.

To put its themes higher and with more priority on the public and political agenda, the GAA Theory of Change addresses key traditional, religious and community leaders and the general public, political actors and public officials at national, district and local levels, representatives of intergovernmental bodies, CSOs and private sector actors, including corporate 'forerunners' to recognize both the importance of issues of gender-based violence and economic exclusion as well their specific roles and responsibilities in tackling them.

### Key leaders and general public

Increased recognition of the importance of addressing gender-based violence and economic exclusion of girls and young women by key community leaders and the general public as an outcome of the GAA programme was reported by the APT in Kenya. Advocacy by GAA partners helped convince community elders of Kisumu West Sub County to refer cases of gender-based violence to the police instead of solving them in the community. In Uganda, GAA partners note that youngsters with whom they work, increasingly speak out against gender-based violence and economic exclusion issues and hold decision-makers accountable in addressing these issues. This was illustrated by an action of a youth group who demanded clarity on the selective implementation of the Youth Fund and stopped the launch on the National Youth Policy in November 2016 out of discontent with the lack of government action against labour exploitation affecting youth. In Liberia, the Liberia Traditional Council expressed its commitment to support and promote community norms and practices that will eradicate child marriage and ensure girls' and young women's access to post primary education.

In Ethiopia, community leaders across the country started raising awareness on issues of gender-based violence and economic exclusion. For example, in December 2016, in several Woredas (districts) of North Gondar, religious leaders addressed the adverse effects of trafficking and unsafe migration in their churches and mosques. Also in December, representatives of the Bahir Dar Child Parliament took it upon themselves to raise awareness of their members and of other children in town on CSEC and gender-based violence. Direct lobby towards government is very difficult in Ethiopia, but informal advocacy at community level is most beneficial.

In Sierra Leone, girls and young women in GAA target communities Beguima, Tombo, and Rokupa are now documenting and reporting issues of child rights violations and reporting them to chiefs, parents and NGOs. Awareness raising and advocacy in Liberia inspired community leaders to initiate discussions on norms and practices to support the eradication of Child Marriage and Sexual Violence & Abuse. The APT moreover notes that active participation of boys and young men in the dissemination of GAA campaign messages has been instrumental in the induction of changes. Boys, young men and even CBOs are actively championing for public support to end gender-based violence and economic exclusion in GAA programme areas.

Advocacy actions by GAA organisations and partners in Ghana contributed to public recognition by several influential traditional leaders of the importance of addressing gender-based violence and economic exclusion. The Paramount Chief of Tumu and president of the Upper West Regional House of Chief became a major stakeholder in the fight against cultural norms and values that are detrimental to young women and girls. He indicated his preparedness to issue a communique to paramount, divisional and community chiefs on early and forced marriages and sexual violence. He made this statement during a meeting with the GAA team. Traditional leaders in Saboba as well championed for a norms change and for the denounce of discriminatory customary practices. The District Chief executive of Gushegu provided support for victims of gender-based violence and prosecuted the perpetrators - a commitment that can foster the role of the municipal authorities in service delivery and the prosecution of perpetrators of violence. The Paramount Chief of Nambire publicly denounced child marriage and promised to fight the perpetrators. The pledge of the Queen mother of Wulensi paramountcy in the Nanumba South District to help fight teenage pregnancy, finally, is an important step towards concrete policy changes, in this case in the form of the crafting of byelaws by the assembly in that area.

### Civil Society Organisations

From the outcome analysis it appears that CSOs more and more realize the importance of monitoring and addressing public and corporate performance on combatting gender-based violence and EE, and of the need for changes in organizational policies and practices in order to do so successfully. In the Philippines, in December 2016, Child's Rights Advocates in Cebu Province, developed plans for advocacy on children's rights including a series of initiatives such as a facebook page and chat group.

In Kenya, 35 Gender Technical Working Groups (GTWG) showed willingness and commitments in the coordination, response and prevention of gender based violence and Economic Exclusion in Nairobi sub-counties by agreeing to hold meetings every quarter for feedback and lesson learnt. CSOs in Uganda led by GAA partner Joy for Children with the support of UN agencies proposed

to the Ministry of Gender, Labour and Social Development to take the lead in organising and hosting the first ever Eastern Africa Girl Summit in October 2017.

In Ghana, NGOs and CBOs in the northern sector aligned their activities to fight child marriage. This will increase CSO capacity to advocate for effective implementation of relevant laws and policies. Additionally, NGOs and CBOs crafted joint advocacy messages for various target groups. This can greatly contribute to a norms change and to winning the support from traditional authorities for fighting child marriage and gender-based violence.

In the Netherlands, there seems to be increased collaboration between CSOs that are influencing the political agenda (Child Friendly Alliance, UNICEF, Save the Children). The same holds for organisations that are engaged in the monitoring of companies' performance on human (labour) rights, such as CNV International and WUR. Also, increased engagement between GAA and agencies and multi-stakeholder platforms involved in certification, monitoring and auditing of companies' performance on social (labour) issues (examples: MVO, BSCI, BSR, SER, Travellife, Control Union) is perceived.

#### Private sector

The APT in the Philippines is the only team that observes that, as a result of their advocacy actions, private sector actors increasingly recognise their role in addressing gender-based violence and economic exclusion and enter into dialogue with CSOs. In October 2016, 21 business establishments in Ormoc City approached GAA partner ECLIPSE for assistance in crafting their Gender Policies. In November 2016, 17 hotels, pension houses and inns in Mandaue City sought support from the City Tourism Office on their plans to prevent sexual exploitation of children. In this same month, seven companies in Metro Cebu pledged to open employment opportunities to programme referrals despite lack of education qualifications.

#### Governments

Quite a few examples were reported of political actors and government officials attaching more importance and priority to gender-based violence and economic exclusion, and engaging into dialogue with CSOs. In Ethiopia, in December 2016, experts from the Bahir Dar town Women and Children and Labour and Social Affairs Division provided training on child protection to other hotel owners and managers, representatives of textile factories and other representatives of private companies. Also in December 2016, the Ministry of Social Welfare, Gender and Children's Affairs in Sierra Leone facilitated the first coordination meeting on strengthening the implementation of the MoU between Paramount Chiefs, Family Support Units and Child Welfare Committees in Western Area. In Liberia, the Ministry of Gender, Children & Social Protection officially launched the campaign to end child marriage in Bomi - spinoff of the African Union Summit in November 2015 to end Child Marriage in Liberia and across the continent. And in the Philippines, chief executives of seven local government units appointed GAA partner ECLIPSE as CSO representative in the Local Development Council (LDC) to promote gender equality and economic empowerment.

At Africa regional level, the African Union Commission at the occasion of the International Day of the Girl Child in October issued an important call for action to end child marriage and promote girls' leadership. Furthermore, reports on Sexual Exploitation of Children in Travel and Tourism (SECTT) were launched in Ghana, Kenya and Zambia in November.

### 3.1.2. Policy change

The GAA baseline confirms that in many programme countries, basic laws and policies to protect girls and young women against gender based violence and economic exclusion are in place at the national level. These are often not translated into operational policies at district and local levels though. Budget allocation is in many cases deficient. In the private sector, corporate policies and guidelines to address gender-based violence and EE are often lacking.

The GAA programme addresses key traditional, religious and community leaders to change informal rules and customary laws, and works with political actors and public officials at national, district and local levels to ensure the development and update of relevant programmes, policies

and guidelines. Representatives of intergovernmental bodies are key stakeholders to effectuate the development of normative frameworks, programmes and guidelines and monitor member states' compliance to these internationally or regionally agreed norms. The programme moreover works with CSOs towards the removal of internal obstacles to participation of girls and young women and the adoption of gender sensitive measures. Private sector actors, finally, are addressed to develop and update programmes, corporate policies and guideline, and adopt CSR frameworks and regulations that fully recognise business' responsibility to promote children's and women's rights.

#### Key leaders and the general public

The GAA programme contributed to quite some policy changes within communities in Africa. In Ethiopia, the Egziabherab Iddir in Lasta woreda, Telfetit kebele, in December 2016 revised its byelaw and added an article on child marriage and female genital mutilation. Chiefs, traditional leaders, Soweis, and other community stakeholders in Freetown, Sierra Leone developed an Action Plan for the full implementation of the by-laws formulated in the Dwarzac community for the protection of girls and young women. Additionally, Paramount Chiefs, the Ministry of Social Welfare, Gender & Children's Affairs and other stakeholders in December committed themselves to implement a strategic Memorandum of Understanding between Paramount Chiefs, Family Support Units and Child Welfare Committees.

In Ghana, religious leaders from the northern region in November unanimously denounced child marriage and gender-based violence, developed action plans for their respective jurisdictions and incorporate messages on these topics in their sermons. In Liberia, increased consensus and support of communities resulted in the adoption of a by-law prohibiting child marriage ceremonies.

#### Civil Society Organisations

In December, the Sierra Leone Child Rights CSO Coalition designed a national advocacy strategy to address child rights issues with specific attention to girls and young women. This is an example of CSO's realizing the importance of legitimacy and adopt a more gender sensitive lobby and advocacy approach.

#### Government

The government of Uganda developed a national policy on gender based violence, a national action plan on the elimination of gender based violence, and a multi-media strategy against gender based violence by the Ministry of Gender, Labour and Social Development. All these policies and strategies were reviewed and passed in the last quarter of 2016 with active involvement of GAA partners. In Kenya, the Ministry of Health launched gender mainstreaming policy guidelines in the Nairobi City Council to provide an enabling environment in gender responsive programming in January 2017. The launch brought together different actors in gender-based violence and the health sector with all actors showing willingness to address gender-based violence and economic exclusion. A mapping of gaps and opportunities for partnerships was done in Nairobi.

The government of Liberia asked GAA partner DCI-Liberia to contribute to the drafting process of a national policy for children's rights and child protection. Meanwhile, another committee of CSO partners was organized to review existing legislations, such as the Children's Law, the 2006 revised Rape Law, the National Girls Education Policy, the TVET Policy as to source available information for the development of a more comprehensive National policy document that will be supported by a National Action Plan. At the international level, the Committee on the Rights of the Child (CRC) included recommendations on GAA issues in its Concluding Observations for Sierra Leone and Bangladesh.

#### 3.1.3. Practice change

The GAA baseline confirms that, where laws and policies are in place, effective implementation is often hindered by limited knowledge and awareness of public agencies, lack of resources and persisting, discriminating and harmful norms, practices and beliefs.

To make sure that girls and young women are actually reached by policies and laws designed to protect and support them, the GAA Theory of Change addresses intergovernmental bodies to effectively monitor national states and hold them accountable on relevant treaties and frameworks. The programme also addresses key leaders and the general public to promote values, norms and practices that support girls and young women. Local and national governments are influenced to effectively implement legislation and policies. CSOs are envisioned to become more gender sensitive, and to legitimately represent girls and young women. Private businesses, finally, are addressed to implement and monitor corporate policies and - in the case of Dutch and multinational companies - to exert their influence on local businesses for compliance with international guiding principles and standards.

Examples of practice change are noted by the APTs working in Bangladesh and Ethiopia and at the international level. Two examples refer to local governments; the third to intergovernmental agencies.

#### **Governments and intergovernmental agencies**

Improved practices of local government in support of girls' economic participation and their protection against gender based violence is reported by the APT in Bangladesh. GAA partner organisation LAMB influenced a local government officer to issue a letter to the Union Parishad Chairman of Rangpur Sadar Upazilla to form Community Based Child Protection Committees (CBCPC). The Union Parishad Chairman formed 45 CBCPCs, and LAMB was admitted as CSO member of the newly formed District Child Welfare Board. In December 2016, various of these CBCPCs took action against child marriage and took position for continued education for girls. Another interesting example was noted in Ethiopia, where Anti-HTP (Harmful Traditional Practices) Committees consisting of teachers, justice officials, police, women and children, in 2016 cancelled 96 child marriages.

Internationally, the adoption and uptake of the Terminology Guidelines for the Protection of Children from Sexual Exploitation and Sexual Abuse ('Luxembourg Guidelines') by EUROPOL and other important stakeholders marked an important step in strengthening international collaboration to address sexual exploitation and sexual abuse of children. GAA partners formed part of the Global Interagency Working Group that initiated and developed the guideline.

### **3.2. OUTPUTS OF LOBBY AND ADVOCACY**

Implementation of lobby and advocacy activities by GAA partners started after 1 July in most countries and in some countries after 1 October. At all GAA programme levels, the delivery of outputs is somewhat delayed. This particularly holds for the partners of Plan. The lower levels of output delivery are caused by delays in the final approvals of partner programmes and corresponding budgets. These start-up issues were all resolved in the course of the second half of 2016. In some countries, external - mostly political - factors also exacerbated the slow start of the programme. For example, the start of election campaigns (and the frequent staff changes in government agencies in the aftermath of the elections) in Uganda, Ghana, Kenya and the Philippines as well as the political turmoil in Ethiopia contributed to the delays in the start of programme implementation. The GAA expects to compensate for the delays in 2017.

Although GAA partners started their implementation only recently, an analysis of the outputs that have been produced so far, reveals some preliminary patterns and findings:

In the past 6 months, GAA partners have been laying the groundwork for their lobby and advocacy interventions. Two major actions come to the fore. First of all, all GAA country and regional alliances have organized public events to launch their GAA programme. A wide variety of relevant stakeholders participated: government representatives, CSOs, traditional and religious leaders, community organisations and other international NGOs. Overall, media attention and participation rates in the GAA launches have been satisfactory.

Secondly, almost all GAA partners have started to build and strengthen networks and coalitions of CSOs, community based actors and policy makers. This action can be considered as a prerequisite for effective lobby and advocacy. As policy making often occurs in multi-stakeholder



settings, the output of convening and linking actors is a first and essential step. Examples of policy and advocacy networks that have been strengthened are the Child Rights NGO coalitions in Liberia and Sierra Leone, the Gender Technical Working Group in Kenya and the Child Protection Group in Bangladesh. At community level, hundreds of (mainly) child protection committees have been formed which are expected to monitor the quality and effectiveness of public protection services.

The advocacy issues that have been put forward so far by GAA partners are mostly related to the theme of gender based violence. Partners have focussed on child marriage, child trafficking and commercial sexual exploitation. The issues related to economic exclusion of girls and young women have received less attention, maybe with the exception of Uganda, Bangladesh and the Philippines.

Although GAA partners are using a combination of different policy influencing approaches (lobbying directly with decision-makers as well as advocating towards other stakeholders in society), the advocacy approach has been dominant. This includes awareness raising campaigns among traditional and religious leaders, community members and to a lesser extent media campaigns. Campaigns are often built around international human rights days and campaigns such as the Universal Children's Day (20 November), the International Day of the Girl Child (11 October) and the 16 Days of Activism Against Gender Based Violence campaign. The campaigning actions of GAA partners are meant to inform and sensitize the public about the GAA advocacy issues. In some instances, partners have also worked directly with specific groups such as school-going as well as out-of-school girls in order to mobilize them and support their active involvement in advocacy.

With regard to the lobbying actions, most GAA partners are engaging with decision-makers at the local level of government, especially the agencies pertaining to the Ministries of Gender, Justice and Education. Lobby towards private sector decision-makers is still relatively rare (with the exception of the GAA lobby in the Netherlands) although there are a few countries where initial engagements with individual companies and employers' associations have taken place.

Given the short timeframe in which GAA partners have been implementing the GAA programme, it is too early to assess the quality and relevance of the outputs produced so far. There are some signs of positive reception and uptake of GAA outputs by advocacy targets. For example, GAA partners in Liberia have been asked by the Ministry of Gender, Children and Social Protection to contribute to the formulation of a national policy for children's rights and child protection. GAA partners in Sierra Leone and Uganda also received invitations from Ministries to actively take part in policy making processes<sup>3</sup>.

### 3.3. OUTCOMES OF CAPACITY DEVELOPMENT

During the inception phase, all 47 CSO partner organisations contracted for the implementation of the programme conducted a participatory assessments of the capabilities and related competencies for lobby & advocacy, using an Capacity Assessment Tool (CAT), based on the 5 Core Capabilities framework developed by the European Centre for Development Policy Management (ECDPM) to plan, monitor and evaluate results of capacity development processes.

In line with this framework, the GAA CAT distinguishes five core capabilities: (1) Capacity to Commit and Act; (2) Capacity to Deliver on development objectives; (3) Capacity to Adapt and Self renew; (4) Capacity to Relate to External Stakeholders and (5) Capacity to Achieve Coherence. The GAA adapted the CAT by using specific indicators (pointers) for the lobby & advocacy competences related to each core capability.

<sup>3</sup> The GAA CAT is based on the 5 Core Capabilities framework developed by the European Centre for Development Policy Management (ECDPM) to plan, monitor and evaluate results of capacity development processes. For more information, see <http://www.ecdpm.org/5Cs>.

This exercise formed the basis of a baseline of organisational capacities of partner organisations to measure the results of capacity development support in the course of the programme and the development of organisational capability of CSO partners over time. The first follow-up capacity assessment is planned for December 2017, to be reflected in the GAA Annual Report 2017.

Annual assessment of organisational capacities of partner organisations also provides a solid basis for the planning of capacity development support. In the second half of 2016, capacity development plans were developed in consultation with each CSO partner organisation. Each APT moreover identified opportunities for joint capacity development actions and agreed on joint interventions and actions for peer-to-peer learning and exchange as part of their joint capacity development plans.

In some countries the implementation of capacity enhancement activities took place in the last quarter of 2016. Other countries planned to initiate capacity enhancement implementation early 2017. When activities were conducted in 2016, in general this did not yet result in organisational changes as capabilities need to be internalized further.

### 3.4. OUTPUTS OF CAPACITY DEVELOPMENT

In Ghana, India, Uganda and the Philippines, the implementation of capacity enhancement activities started already in 2016. In Ghana, training in financial standards was conducted. Partners were taken through sound financial management procedures, the need to do proper documentation, how to exercise internal control and reporting responsibilities and deadlines. Sound financial management by partners is considered essential to enhance the capacity to deliver. This capacity was also supported by a lobby and advocacy workshop organised by the alliance organisations in Uganda. The workshop resulted in a L&A strategy and detailed workplan.

In the Philippines, the capacity to commit and act was addressed by a 'Gender, Lobby and Advocacy training' where gender sensitivity was included. To follow-up on this training and ensure the further internalization of the capacity enhancement, the GAA Philippines APT will organise another in-depth training on Gender in 2017 in order to strengthen the capacity of GAA partners to apply a gender transformative approach .

In India, the development of a communication strategy for Mahita would be considered the most successful action of the programme as it not only helped Mahita to streamline its efforts in bringing visibility to the organisation but also eventually helped the GAA programme to be recognised by larger diverse groups. For instance, the communication coordinator of Mahita in collaboration with Plan India's communication team developed a brochure and an audio visual for GAA Programme in Telangana, which was launched by the state ministers and celebrities during the GAA launch in Telangana. This contributed to having an impactful introduction of the programme and sensitising larger groups on the current situation of early marriage, child trafficking, secondary education among girls and skills and employments among young women. This is related to the capacity to deliver.

### 3.5. INCLUSIVENESS

The detailed plans of action for the GAA programme components are primarily based on the contextualised Theories of Change, and on the reflections of the girls who were involved in the GAA Baseline Study. As part of the Baseline Study, the country teams organised group discussions with approximately thirty girls and boys. These sessions comprehensively captured the views and opinions of girls with regards to the issues addressed by the programme. Girls and young women also participated in focus group discussions, individual interviews and consultations in the context of the baseline study.

Girls and young women are involved in programme implementation in various ways. In most countries, they participate in meetings, club activities and in the reporting of cases of (intended) child marriage, child trafficking, sexual violence and FGM. They are also involved in awareness raising campaigns, for example in Sierra Leone where girls and young women feature as active champions of change in live radio discussion sessions. Others participate in school talk shows, or in community awareness raising and house-to-house meetings. In Bangladesh, young female trade union leaders and trade union members from the Ready Made Garments (RMG) sector have been invited to sit in a Project Support Committee, together with NGO representatives. The committee developed and shared views on event planning, implementation and monitoring of progress.

The GAA also supports girls and young women to actively advocate with local leaders and authorities. During the International day of the Girl Child, spaces were provided for girls to lead advocacy dialogue meetings with different parliamentarians, media actors, civil society representatives and judiciary offices by presenting their problems, testimonies and calls to action. In the Netherlands, a new batch of girls and boys is about to join the 'Girls Rights Watch'. A Youth Advocacy Manual is in the make to support APTs throughout the programme to effectively engage girls and boys in advocacy.



## 4. THEORY OF CHANGE

### 4.1 RELEVANCE, APPROPRIATENESS AND ASSUMPTIONS

The period of implementation in 2016 has been too short to support convincing conclusions on the relevance and appropriateness of the overall GAA Theory of Change. The APTs do report some preliminary conclusions. Although with reservations for the short period of implementation, experiences during the past months seem to confirm the relevance of most of the assumptions in the contextualised Theories of Change. Especially assumptions on the importance of the role of traditional leaders proved relevant. Where GAA organisations succeeded to engage traditional leaders as active supporters of positive changes, this did not only lead to positive responses from their constituencies; national governments as well are susceptible to the influence of traditional leaders. In Bangladesh, assumptions on private sector actors were assessed as relevant as well. Companies recognised the benefits of women-friendly working environments and seem prepared to act on these perceived benefits.

In three cases, assumptions seemed less tenable. Both the Bangladesh and the Africa APT concluded that their assumptions on the allocation of government budgets to specific action plans and policies had been too optimistic. The Uganda APT found that the 2016 elections did not bring unrest and delays as expected, but to the contrary opened up new opportunities and political will.

### 4.2 ADJUSTMENTS

It is too early to consider amendments to any of the GAA Theories of Change. In-depth assessment of the contextualized Theories of Change and the overall GAA Theory of Change is foreseen in August 2017 during - and following up on - the annual planning meetings. However, the International team notes that increasing reluctance of national representatives in intergovernmental agencies to address gender issues may require the adoption of gender as a separate theme – as a condition to address GAA themes.

## 5. COLLABORATION, QUALITY AND LEARNING

### 5.1. COLLABORATION AND ALLIANCE BUILDING

The Girls Advocacy Alliance operates under a three-tiered governance structure that allows for strong technical input, clear decision-making, accountability, flexibility, and on-ground coordination: the Alliance Programme Teams (APTs) at the operational level, the Alliance Programme Committee (APC) at the tactical level, and the Board of Directors (BoD) at the strategic level. The governance and management of the Girls Advocacy Programme is supported by the Alliance Desk.

#### Collaboration at the alliance level

The Alliance Programme Committee (APC) is responsible for the consistent and coordinated implementation of the programme at different levels according to the financial-administrative regulations attached to the grant and in line with the overall objectives of the strategic partnership agreement with the Dutch Ministry of Foreign Affairs. Dutch alliance organisations Plan Nederland, Defence for Children - ECPAT Nederland and Terre des Hommes Nederland are each represented in the Programme Committee. The Alliance coordinator and PME&L officer are also part of the Programme Committee.

The Programme Committee collaborated intensively during the Inception phase. The development of joint programme processes, key policies, a clear PME cycle and internal communication demanded more time – and a different set of capacities – than foreseen and coincided with the equally time-intensive start-up and coordination of practical implementation. Throughout these processes, a fine balance had to be found between the alliance interest and organisational processes, requirements and procedures, keeping in mind the rules and regulations of the Dialogue and Dissent framework, practical feasibility and available resources.

The accumulation of tasks and time constraints put high demands on the collaboration. During one of its regular ‘alliance thermometer’ sessions, in October 2016, the Programme Committee flagged decision-making at the level of the Programme Committee and the Desk as slow, and not always clear. Underlying issues were explored, and corrective actions were agreed upon and followed-up in the ensuing months, contributing to greater clarity throughout the alliance, and smooth preparations for the PME&L training in Amsterdam in January 2017.

This course of actions is indicative of the openness and the commitment that characterise the collaboration at the level of the Programme Committee. It is expected that from 2017 on, collaboration at the alliance level will shift towards more strategic matters, including the alignment of policy positions on relevant themes and topics, and the exploration of new joint initiatives.

#### Collaboration at the operational level

The 14 Alliance Programme Teams (APTs) are responsible for the steering of the implementation of the GAA joint programme components. In each Alliance Programme Team, the country, regional or international offices and affiliates of the Dutch alliance organisations involved in the programme component are represented. Also represented is the Dutch GAA organisation responsible for the overall coordination of that programme component. Coordination on the ground is usually done by the in-country office or affiliate of this ‘lead’ organisation.

Collaboration at this operational level got a head start during the inception workshops between February and May 2016. Representatives of the organisations involved got to know each other and each other’s organisations. The development of a joint Theory of Change greatly helped to promote a sense of ownership of the joint programme, and contributed to shared understanding of joint goals and objectives.

Collaboration during the consequent elaboration of joint action plans and joint reports had some practical challenges. In many cases, APT organisations need internal approval before they can share plans, budgets or other inputs for joint deliverables. Communication structures, decision making, roles and responsibilities were not always clear, especially when organisations were facing staff changes. Without formal management authority, APT coordinators at times

had a challenge to get all organisations involved to deliver within planned timeframes. This has been discussed at different levels in the alliance and awareness of roles and responsibilities, including timely delivery, has increased.

Nevertheless, most APTs report that collaboration proceeds as planned, with specifically positive reactions from the APTs in Bangladesh, India and the Philippines. All APTs meet regularly, engage in dialogue and consultations, exchange policy positions and share relevant information. Decision-making is assessed as satisfactory and transparent, although internal approval rounds in a number of cases made for lengthy processes.

APTs in 2016 organised several joint events, including national launches in different countries, the celebration of the Day of the African Child in Ghana and the national event 'Orange the World: End Violence against Women and Girls' on the occasion of the International Day for the Elimination of Violence Against Women in India. Other joint initiatives in 2016 include a national seminar on Child Marriage in Bangladesh, joint facilitation of the CSO submission to the CEDAW pre-sessional working group in Kenya, joint advocacy for the harmonisation of the Child Rights Act and the Registration of Customary Marriages and Divorce Act in Sierra Leone, the development of a youth advocacy manual by the International APT and joint lobby towards the Dutch government on the SDGs. In many cases, APT organisations are members of the same networks (Child Rights Advocacy Coalition in BGD, Girls Not brides in BGD, SACG in South Asia, Child Rights Coalition in Sierra Leone), have a history of collaboration and regularly act together in national fora.

#### Collaboration with local partner organisations

In all programme countries, CSO partner organisations were closely involved in Theory of Change development, programme design and action planning. Their insights in local contexts provided invaluable inputs for the analysis of contexts, stakeholders and power relations. Partners also took part in a participatory organisational capacity assessment. After the inception phase, APTs took different approaches to involving partner organisations, depending on the number of organisations involved, their geographical dispersement and the nature of their respective interventions. In the Philippines, partner organisations focus on the implementation of their specific actions and mainly interact with their contracting alliance organisation (in this case either Plan Philippines or Terre des Hommes Nederland). In several other countries, including Bangladesh and Sierra Leone, all partners are active members of an in-country Project Management Committee or Steering Committee. From August 2017 on, all CSO partners will participate in at least two annual meetings: the annual planning meeting (August) and the annual monitoring meeting (January).

A satisfaction survey among the 47 CSO partner organisations of the GAA indicates that collaboration between the alliance organisations and their partners proceeds well. A conclusive majority of responding partners positively values the technical advice and capacity development support received through the programme in 2016, as well as the amount of funding in relation to the expected effort, the contractual arrangements and the PME requirements. The support during the development of the Theories of Change is explicitly appreciated. Partners moreover indicate that the alliance organisations have a good understanding of their partners' organisation, their work and the environment in which they work. The alliance organisations make good use of the knowledge and expertise of their partner organisations.

Working relationships are assessed as good. With the exception of two local partner organisations, all responding organisations agree that the alliance members respond appropriately to enquiries, treat partner staff with courtesy and respect, and provide feedback to reports and other information. Partner organisations feel confident to enter into discussions with their contracting alliance organisation. Open dialogue, exchange of knowledge and information and capacity support are most often mentioned as helpful practices.

Two partners place critical remarks on the collaboration with the alliance member with which they maintain a contractual relationship in the context of the GAA programme. Even though these most probably reflect incidents rather than trends, these signs will be followed-up with care. Also, suggestions for (further) improvement of collaboration will be taken into consideration and integrated into action plans.

## 5.2. HARMONISATION

### Other Strategic Partnerships

During the inception phase, the Alliance identified per country and region and at the level of international and Netherlands Lobby and Advocacy the Strategic Partnerships for Dialogue and Dissent with which most thematic overlap is expected.

During the remainder of the reporting period, some initial steps were taken towards concrete collaboration. In Ethiopia, the APT developed a ToR for a national advocacy workshop in collaboration with the Yes I Do Alliance, the Her Choice Alliance and the Netherlands Embassy in Addis Ababa.

### Netherlands Embassies

During the inception phase, positive and engaging relationships were established with all Netherlands Embassies in GAA programme countries: Bangladesh, India, the Philippines, Ethiopia, Ghana, Kenya and Uganda. Except for India, representatives of the Embassies participated in the GAA Inception Workshops. All Netherlands Embassies in GAA programme countries organised meetings with Strategic Partnerships active in their countries.

Some first steps towards concrete collaboration were set during the remaining months of the reporting period. In Ethiopia, the Embassy participates in a planned national advocacy workshop, and in Bangladesh, the Embassy funded the national event 'Orange the World: End Violence against Women and Girls'<sup>4</sup> organised by the GAA.

Overall, collaboration with Netherlands Embassies remained limited to exchanging information. The Alliance will continue to explore opportunities for concrete and formal collaboration. However, despite the apparent commitment of most Embassies, (human) resources are often limited, and especially in countries where many Strategic Partnerships are active and/or the Embassies do not have a role in ODA, it may be difficult to realise added value through concrete collaboration.

### Ministry of Foreign Affairs

With regards to the international programme component, the GAA in 2016 held regular consultations with the Ministry of Foreign Affairs on relevant topics. In some cases these consultations were initiated through umbrella organisations, such as Breed Mensenrechten Overleg (BMO), Partos and WO=MEN.

With regards to the Netherlands' programme component, the GAA in 2016 collaborated with the Ministry of Foreign Affairs on the Gender Equality in Codes of Conduct Guidance of Business for Social Responsibility (BSR), and on a planned baseline research into gender aspects of business' codes of conduct by the GAA (with the support of Accenture). Also, the Ministry of Foreign Affairs shared its networks and contacts, and linked the GAA with private sector companies.

## 5.3. CHALLENGES

For the Girls Advocacy Alliance, 2016 started with establishing the alliance, elaborating governance structures and working out roles and responsibilities. Furthermore, the project cycle management system was developed, programmes were designed and planning and monitoring tools outlined. This accumulation of tasks during the start-up of the programme proved a challenge for the Programme Committee and the alliance desk; for the APTs, challenges during this phase were mostly related to working within new structures and partnerships, with new procedures and using relatively new approaches and methodologies, including the exclusive focus on Lobby and Advocacy (as opposed to service delivery). With structures, processes and internal communication well established, the delay in the start of implementation that was incurred as a result of these start-up challenges is expected to be made up for in the course of 2017.

4 Part of the international United Nations' UNiTE to End Violence against Women campaign.

Other challenges were more related to the structure and content of the programme. Most notably, linkages between the national, regional, Netherlands and global programme components were not always anticipated in the programme design phase and proved difficult to establish once implementation had started. Integration of different programme levels will be addressed in upcoming planning rounds. Also in general, establishing links with private sector actors proved more difficult and time consuming than with other actors - a clear reflection of the fact that the majority of GAA organisations have less experience in working with the private sector. Several mapping exercises have been initiated to support this process, and a concept note with strategies and methodologies on working with the private sector is under development.

Practical challenges differed per programme component. Some APTs had to adjust their plans to the logistical requirements associated with working with community leaders and other key stakeholders from remote rural areas. In other cases, the external context posed APTs with specific challenges. In Bangladesh, actions involving actors from the Ready Made Garments sector were affected by unrest and social tensions over workers' demands for increased minimum wages. Also in Bangladesh, the implementation of the National Action Plan on Human Trafficking was stalled due to a lack of government funding - an important challenge to GAA organisations' work on child trafficking.

In Ethiopia, social and political instability, public demonstrations and the subsequent declaration of a national State of Emergency contributed to delays in the delivery of planned outputs. The regional programme in Africa was affected as well, as many of the organisations and agencies involved are based in Addis Ababa. The start of implementation in Ethiopia was moreover challenged by government requirements on co-funding; approval of GAA projects was impeded the programme does not provide funding for direct economic support for beneficiaries. The GAA organisations and their partners managed to meet these requirements from other funding sources, but this may not be a sustainable solution for the coming years.

#### 5.4. LEARNING AGENDA

The GAA has a coordinated learning agenda, with key learning questions that focus on three main issues related to the 10 core assumptions of the GAA Theory of Change. The year 2016 was about setting the stage for the implementation of this learning agenda. All APTs developed context specific Theories of Change, the key learning questions were formulated, the PME&L cycle was elaborated, and the foundations of a 'learning culture' were laid, including the introduction of tools that facilitate learning and exchange, such as Basecamp.

Although the GAA key learning questions were not yet explicitly addressed in 2016, most APTs report relevant learnings from their first year of involvement in the GAA. Most learning evolved around the development of contextualised Theories of Change during the Inception Phase. New to most organisations involved, this methodology was greatly appreciated for generating key insights in dynamics and power relations underlying girls' issues. The process of joint Theory of Change development moreover promoted ownership and shared understanding of key programme objectives and deliverables. The translation into concrete action plans, on the other hand, proved complex.

Valuable lessons were also learned on collaboration. The importance of regular communication, face-to-face as well as through Skype, was coined by many teams, not only for formal monitoring and reporting, but also for reflection and brainstorming.

In 2017, each APT will develop a learning calendar that indicates how the identified learning issues and related questions will be addressed. A variety of learning methods and actions can be used to collect, analyse and value information on key learning questions, including expert meetings, research, literature review, Outcome Harvesting sessions, APT meetings, interim programme reviews, reflections and exchanges with partners and other expert organisations, as well as meetings and surveys with girl panels.



# -II- FINANCIAL REPORT OF THE GIRLS ADVOCACY ALLIANCE

# GIRLS ADVOCACY ALLIANCE



## 1. ACCOUNTING PRINCIPLES

### General

The financial statements of the Girls Advocacy Alliance are the result of the combined accounts of the programmes of the three Alliance members. The financial statements have been prepared in accordance with Financial Regulations of the Strategic Partnership Fund dated 13 September 2016 and VFI model C (Richtlijn 650). With the exception of chapter 3. Expenditure per Country per Alliance Member, expenditures shown in this table are cash based.

### Foreign currencies

Budgets and contractual agreements are drawn up in Euros and converted at the exchange rates prevailing at the inception of the obligation. Transactions in foreign currencies are converted at the exchange rates prevailing at the time of the transaction.

### Commitments and expenditures

Contractual commitments per project are included in the statements as expenses at the moment the contributions are paid to third parties. Contractual commitments for Plan cover Financial Years (July-June), those for other Alliance members cover calendar years (January – December). Expenses per country are outlined in the approved format and in the currency as received (Euro).

### Overhead – coordination costs

Alliance Members have recovered the overheads in line with the methodologies as set out in the application, chapter 3.2 section “notes on overhead costs”. A maximum of 3% over the total expenditure over the total 5 year period has been budgeted for the coordination costs of the alliance. These contributions are to be used to set up and maintain the GAA Desk, including a coordinator, a financial officer and PME-support for the benefit of the whole alliance.

### Interest

Interest accrued per Alliance member are justified in the year received. All interest will be spent on the benefit of the Girls Advocacy Alliance programmes.

### Accounted Expenditure

Explanations and descriptions by the Alliance members are based on the specific internal controls and internal processes of the respective Alliance members. These are included as an annexe to the alliance pack that will be submitted separately to the Ministry in hard copy.

## 2. COMBINED STATEMENTS, FINANCIAL POSITIONS & IRREGULARITIES

### 2.1. COMBINED INCOME AND EXPENDITURE STATEMENT

Strategic Partnership Fund	2016 Actual	2016 Budget
1 January 2016	0	0
Income MoFa	15.615.260	6.491.767
Interest	10.554	4.000
<b>Total Income</b>	<b>15.625.814</b>	<b>6.495.767</b>
Programme expenditure	4.640.248	5.606.796
Overhead and Alliance costs	813.819	888.971
<b>Total Expenditures reported</b>	<b>5.454.067</b>	<b>6.495.767</b>
<b>Balance</b>	<b>10.171.747</b>	

For the period ended 31 December 2016

Amounts in €

#### Income

Income received according to the Ministry of Foreign Affairs letter dated 13 September 2016. The GAA submitted its Annual Plan for 2017 to the Ministry of Foreign Affairs on 1 November 2016. The Ministry confirmed its approved in writing on 21 December 2016.

Total income pledged by the Ministry of Foreign Affairs for the Girls Advocacy Alliance for the five-year period 2016 – 2020:

Activity 27548 Strategic Partnership Lobby & Advocacy	2016 Budget
<b>Total granted budget:</b>	
Received December 2015	4.956.280
Received October 2016	1.579.668
Received December 2016	9.079.312
Plannend December 2017	10.374.019
Plannend December 2018	8.349.828
Plannend December 2019	6.457.558
Plannend 2021 (final 1%)	412.089
<b>Total</b>	<b>41.208.754</b>

Actual remittances differ from the annual plan, resulting in a positive balance (see reserve fund balances presented below).

Depending on the rate of expenditures in 2017, the alliance may adjust its liquidity planning. This will be included in the GAA Annual Plan 2018, due on 1 November 2017.

#### Reserve – Fund balance

Defence for Children - ECPAT Nederland and Terre des Hommes Nederland have contracted implementing partners for a period exceeding the reporting period.

Liquidity needs next period	Alliance	Plan	DCI Ecpat	Terre des Hommes
Balance Strategic Partnership Fund	10.171.747	6.132.515	793.827	3.245.405
Payments current period* budget 2017	9.645.826	6.257.800	891.678	2.496.347
<b>Expected balance</b>	<b>525.921</b>	<b>-125.285</b>	<b>-97.851</b>	<b>749.058</b>
<b>Next instalment Strategic Partnership Fund</b>	<b>10.374.091</b>	<b>5.786.636</b>	<b>1.207.536</b>	<b>3.379.846</b>
Annual Plan 2017	9.079.312			
Planned payments as per December 31st 2017	10.374.019			
Difference	-1.294.707			

\* Inclusive planned payments

Fund balances	Plan	DCI Ecpat	Terre des Hommes	Total Alliance
Programme liabilities		534.000	1.696.658	2.230.658
Received advances	5.066.034	259.827	1.548.747	6.874.608
Other liabilities	1.066.481			1.066.481
Designated funds				
<b>Result</b>	<b>6.132.515</b>	<b>793.827</b>	<b>3.245.405</b>	<b>10.171.747</b>

For the period ended 31 December 2016

Amounts in €

**Interest**

Total interest incurred at Plan in 2016 is €10.554. This amount has not yet been allocated to specific projects. Defence for Children – ECPAT Nederland and Terre des Hommes Nederland have not booked interest in 2016. All interest incurred during the lifetime of the programme will come to the benefit of the programme.

<b>Interest per member</b>	<b>2016</b>
Plan Nederland	10.554
DCI Ecpat	
Terre des Hommes	
<b>Total interest incurred</b>	<b>10.554</b>
Interest spent Project To Date	0
<b>Interest to be allocated</b>	<b>10.554</b>

For the period ended 31 December 2016

Amounts in €

Advances received from the Ministry of Foreign Affairs are the result of changes in the pre-payment schedule.

## 2.2. COMBINED STATEMENT OF EXPENDITURE ALLOCATION

Expenditure allocation	Commitments	Other Liabilities	Programme management	Overhead & Alliance coordination	Total	Budget 2016
Plan	1.722.508	193.655	267.175	407.644	2.590.981	3.526.093
DCI Ecpat	1.221.500		249.530	86.894	1.557.924	965.493
Terre des Hommes	1.512.272	266.625	112.753	319.281	2.210.931	2.194.603
<b>Total</b>	<b>4.456.280</b>	<b>460.280</b>	<b>629.458</b>	<b>813.819</b>	<b>6.359.837</b>	<b>6.686.189</b>
% Costs / total costs	70%	7%	10%	13%		
% Spending / budget					95%	

For the period ended 31 December 2016

Amounts in €

### Commitments

Total commitment for Plan Nederland is equal to the amount spent in the current year. For DCI-ECPAT Nederland and Terre des Hommes Nederland, commitments exceed a 1 year period.

### Other liabilities and Programme Management

Allocation of costs for Programme Management depending on the specific interventions and expertise of the individual Alliance Member at the Dutch Alliance level.

### Overhead & Alliance Coordination

During 2016 there have been no changes in the costing methodologies of the Alliance members. Of the total alliance budget, 3% has been set budgeted to set up and maintain the GAA Desk, including a Coordinator (fulltime) and Project Controller (0,2 fte) deployed at Plan Nederland, and a PME officer (0,4 fte) deployed at Terre des Hommes. Also shared costs related to reporting at the Alliance level will be financed through the Desk.

### 2.3. FINANCIAL POSITION PER ALLIANCE MEMBER

<b>Strategic Partnership Fund</b>	<b>Plan Nederland</b>	<b>DCI Ecpat</b>	<b>Terre des Hommes</b>
Opening balance	0	0	0
Income	15.615.260	1.817.751	5.084.567
Interest received	10.554		
<b>Subtotal</b>	<b>15.625.814</b>	<b>1.817.751</b>	<b>5.084.567</b>
Disbursement Alliance GAA	6.902.318		
Programme expenditures	2.183.337	937.030	1.519.881
Overhead and Alliance costs	407.644	86.894	319.281
<b>Subtotal</b>	<b>9.493.299</b>	<b>1.023.924</b>	<b>1.839.162</b>
<b>Closing balance Strategic Partnership Fund</b>	<b>6.132.515</b>	<b>793.827</b>	<b>3.245.405</b>

For the period ended 31 December 2016

Amounts in €

### 2.4. IRREGULARITIES

In June 2016, Plan Nederland temporarily suspended the implementation of programme activities by Plan Nederland in Liberia. The Ministry of Foreign Affairs was informed on this decision in writing on 15 July 2016. Plan Nederland remitted a total of € 11.710 to its office in Liberia and has marked this amount as a risk in calendar year 2016. Plan intends to recommence implementation in Liberia 2017, depending on how the local Plan office follows up on recommendations with regards to its internal organisation and financial administration. This decision did not affect the implementation of programme activities in Liberia by Alliance member Defence for Children - ECPAT Nederland. Defence for Children - ECPAT Netherlands implemented programme activities in Liberia in 2016 as planned.

### 3. EXPENDITURES PER COUNTRY

Country Programme - 2016	Plan Actual	DCI Ecpat Actual	Terre des Hommes Actual	Total 2016 Actual	Alliance 2016 Budget	deviation %	Alliance total budget	exhaustion % Actual vs
<b>Country 1 - Ghana</b>								
Administration and PME	23.850	26.415		50.265	78.628	-36%	286.985	18%
Lobby & Advocacy	118.723	107.204		225.928	343.079	-34%	1.784.579	13%
Capacity development	54.708	23.163		77.871	90.450	-14%	726.050	11%
Knowledge and research	13.957	399		14.356	32.673	-56%	128.148	11%
<b>Sub Total</b>	<b>211.238</b>	<b>157.182</b>		<b>368.420</b>	<b>544.830</b>	<b>-32%</b>	<b>2.925.762</b>	<b>13%</b>
<b>Country 2 - Sierra Leone</b>								
Administration and PME	18.138	22.160		40.298	39.816	1%	165.736	24%
Lobby & Advocacy	69.262	107.003		176.265	181.741	-3%	1.076.741	16%
Capacity development	28.427	24.682		53.109	95.312	-44%	483.312	11%
Knowledge and research	3.012	272		3.284	14.020	-77%	72.770	5%
<b>Sub Total</b>	<b>118.839</b>	<b>154.117</b>		<b>272.956</b>	<b>330.889</b>	<b>-18%</b>	<b>1.798.559</b>	<b>15%</b>
<b>Country 3 - Liberia</b>								
Administration and PME	22.133	17.885		40.018	20.942	91%	136.782	29%
Lobby & Advocacy	12.484	75.005		87.489	99.000	-12%	894.000	10%
Capacity development	3.567	16.778		20.345	18.000	13%	386.000	5%
Knowledge and research	1.783	1.558		3.341	3.508	-5%	59.858	6%
<b>Sub Total</b>	<b>39.967</b>	<b>111.226</b>		<b>151.194</b>	<b>141.450</b>	<b>7%</b>	<b>1.476.640</b>	<b>10%</b>
<b>Country 4 - Ethiopia</b>								
Administration and PME	58.856	12.723	24.044	95.624	91.013	5%	376.041	25%
Lobby & Advocacy	88.155	50.403	8.998	147.557	279.916	-47%	1.895.432	8%
Capacity development	53.312	6.110	34.597	94.019	167.785	-44%	1.206.702	8%
Knowledge and research	35.123	0	5.859	40.983	87.735	-53%	393.743	10%
<b>Sub Total</b>	<b>235.448</b>	<b>69.237</b>	<b>73.498</b>	<b>378.182</b>	<b>626.449</b>	<b>-40%</b>	<b>3.871.919</b>	<b>10%</b>
<b>Country 5 - Kenya</b>								
Administration and PME	16.431		24.044	40.475	90.846	-55%	356.625	11%
Lobby & Advocacy	35.768		77.632	113.400	228.686	-50%	1.581.117	7%
Capacity development	13.694		14.464	28.157	220.277	-87%	1.236.108	2%
Knowledge and research	1.996		9.501	11.496	58.251	-80%	373.117	3%
<b>Sub Total</b>	<b>67.889</b>		<b>125.640</b>	<b>193.529</b>	<b>598.061</b>	<b>-68%</b>	<b>3.546.967</b>	<b>5%</b>
<b>Country 6 - Uganda</b>								
Administration and PME	17.903		24.044	41.947	104.609	-60%	357.292	12%
Lobby & Advocacy	35.507		48.119	83.625	177.286	-53%	1.461.760	6%
Capacity development	68.939		17.093	86.032	212.592	-60%	1.179.165	7%
Knowledge and research	38.449		37.311	75.759	84.209	-10%	385.171	20%
<b>Sub Total</b>	<b>160.798</b>		<b>126.566</b>	<b>287.364</b>	<b>578.695</b>	<b>-50%</b>	<b>3.383.388</b>	<b>8%</b>



Country Programme - 2016	Plan Actual	DCI Ecpat Actual	Terre des Hommes Actual	Total 2016 Actual	Alliance 2016 Budget	deviation %	Alliance total budget	exhaustion % Actual vs
<b>Regional Africa</b>								
Administration and PME	9.371	10.836	24.044	44.252	50.967	-13%	255.970	17%
Lobby & Advocacy	12.545	57.869	46.506	116.920	190.811	-39%	1.488.542	8%
Capacity development	3.584	0	4.806	8.390	71.021	-88%	635.708	1%
Knowledge and research	1.792	9.289	9.210	20.291	48.469	-58%	405.791	5%
<b>Sub Total</b>	<b>27.292</b>	<b>77.995</b>	<b>84.566</b>	<b>189.853</b>	<b>361.269</b>	<b>-47%</b>	<b>2.786.011</b>	<b>7%</b>
<b>Country 7 - Bangladesh</b>								
Administration and PME	26.511		24.949	51.459	54.529	-6%	316.012	16%
Lobby & Advocacy	74.526		99.766	174.291	208.688	-16%	1.542.662	11%
Capacity development	37.616		75.068	112.684	134.712	-16%	1.132.086	10%
Knowledge and research	15.552		54.636	70.188	60.489	16%	366.126	19%
<b>Sub Total</b>	<b>154.204</b>		<b>254.418</b>	<b>408.622</b>	<b>458.417</b>	<b>-11%</b>	<b>3.356.885</b>	<b>12%</b>
<b>Country 8 - India</b>								
Administration and PME	14.782		19.698	34.480	75.995	-55%	320.088	11%
Lobby & Advocacy	15.959		157.297	173.256	142.594	22%	1.390.153	12%
Capacity development	3.912		19.577	23.488	107.270	-78%	1.036.929	2%
Knowledge and research	13.749		25.263	39.012	73.472	-47%	355.977	11%
<b>Sub Total</b>	<b>48.402</b>		<b>221.834</b>	<b>270.236</b>	<b>399.331</b>	<b>-32%</b>	<b>3.103.148</b>	<b>9%</b>
<b>Country 9 - Nepal</b>								
Administration and PME	36.672			36.672	62.130	-41%	202.930	18%
Lobby & Advocacy	52.196			52.196	129.049	-60%	921.049	6%
Capacity development	22.943			22.943	37.748	-39%	530.548	4%
Knowledge and research	989			989	7.103	-86%	81.903	1%
<b>Sub Total</b>	<b>112.800</b>			<b>112.800</b>	<b>236.030</b>	<b>-52%</b>	<b>1.736.430</b>	<b>6%</b>
<b>Country 10 - Philippines</b>								
Administration and PME	21.256		41.704	62.960	48.474	30%	265.852	24%
Lobby & Advocacy	42.493		44.381	86.874	189.704	-54%	1.269.885	7%
Capacity development	8.461		54.871	63.332	114.937	-45%	961.368	7%
Knowledge and research	1.592		28.388	29.980	78.032	-62%	367.185	8%
<b>Sub Total</b>	<b>73.802</b>		<b>169.344</b>	<b>243.146</b>	<b>431.147</b>	<b>-44%</b>	<b>2.864.291</b>	<b>8%</b>
<b>Regional Asia</b>								
Administration and PME	17.994	3.867	24.044	45.905	40.738	13%	183.506	25%
Lobby & Advocacy	18.775	20.326	95.992	135.093	216.268	-38%	1.072.627	13%
Capacity development	2.779		9.280	12.058	47.379	-75%	424.958	3%
Knowledge and research	1.389	3.968	18.454	23.810	50.429	-53%	341.708	7%
<b>Sub Total</b>	<b>40.937</b>	<b>28.161</b>	<b>147.769</b>	<b>216.867</b>	<b>354.813</b>	<b>-39%</b>	<b>2.022.800</b>	<b>11%</b>
<b>Netherlands/International</b>								
Administration + PME N NL	13.292	29.244	140.846	183.381	166.553	10%	878.189	21%
Lobby & Advocacy	104.942	104.407	55.345	264.695	493.917	-46%	2.613.510	10%
Capacity development			16.851	16.851	14.765	14%	98.431	17%
Knowledge and research	11.660	5.774	38.195	55.629	60.051	-7%	671.689	8%
Alliance coordination, PMEL	164.875		57.950	222.825	255.250	-13%	1.165.796	19%
Overhead recovery	242.769	86.894	261.331	590.994	634.274	-7%	2.940.407	20%
<b>Sub Total</b>	<b>537.538</b>	<b>226.319</b>	<b>570.517</b>	<b>1.334.375</b>	<b>1.624.810</b>	<b>0</b>	<b>8.368.021</b>	<b>16%</b>
<b>Grand Total</b>	<b>1.829.154</b>	<b>824.2360</b>	<b>1.774.1550</b>	<b>4.427.5440</b>	<b>6.686.1900</b>	<b>-34%0</b>	<b>41.240.8200</b>	<b>11%0</b>

### Explanations

Expenditures listed in this table are actual spent and accounted for by the Alliance members and their implementing partner organisations. Comparing the actuals (accounted expenditures) with the budget for 2016, the alliance as a whole has a 35% underspend in 2016.

Comparing remittances to the accounted expenditures gives the following results:

Expenditure Allocation	Remittances	Actual expenditures	Difference
Plan	2.590.91	1.829.154	-761.827
DCI Ecpat	1.023.924	824.236	-199.688
Terre des Hommes	1.839.162	1.774.155	-65.007
<b>Total</b>	<b>5.454.067</b>	<b>4.427.544</b>	<b>-1.026.523</b>

### Explanatory notes on budget vs actual deviations

Considering actual accounted expenditures, the alliance spent 65% of its 2016 budget. This figure reflects an overall delay in the start-up of the programme. The development of the 14 joint programme components, including the selection and contracting of partner organisations, took more time than expected – result of a combination of relatively new approaches and methodologies, the forging of new partnerships at various levels, and the culmination of workloads in a relatively small group of staff.

Finding common ground, determining strategies and establishing concrete working plans proved especially time-consuming the regional programme components in Africa and Asia. These programmes are more complex than most of the country level programmes; organisations operate in more elusive contexts, focus on very diverse themes, and are often located in different countries.

Other external and internal factors as well, contributed to start-up delays. In Uganda and the Philippines, elections and the resulting reshuffling of political actors and public officers limited organisations' opportunities to engage with important stakeholders. In Nepal, administrative reorganisations had a comparable effect. In Kenya, the long shadow of the 2017 elections complicated lobby and advocacy work. Organisations in various countries including Kenya, Uganda and the Philippines were confronted with unexpected vacancies that took some time to fill. Especially in the start-up phase, vacancies at key positions contribute to delays. In Ethiopia, the start of programme implementation was somewhat late due to lengthy procedures for government approval.

Considering the expenditures per output category, least progress has been realised in the area of Capacity Development. This is a reflection of the fact that the Partner Capacity Assessment baseline – the basis for concrete Capacity Development plans – was only finalised in August 2016, after the selection and contracting of all partner organisations. The implementation of Capacity Development will get into gear in 2017.

Finally, it should be noted that figures differ per alliance organisation. Overall, Plan Nederland reported higher under expenditure than Defence for Children – ECPAT Nederland and Terre des Hommes Nederland.

# GIRLS ADVOCACY ALLIANCE



Girls first

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Development Cooperation  
Ministry of Foreign Affairs of the Netherlands

The Girls Advocacy Alliance is one of the strategic partners of the Dutch Ministry of Foreign Affairs in the Dialogue and Dissent framework.