



MID-TERM REPORT (MTR) OF THE DOWN TO ZERO PROGRAMME

MTR REPORT



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EXECUTIVE SUMMARY

The Down to Zero Alliance is a sexual and reproductive health and rights (SRHR) partnership with the Ministry of Foreign Affairs (MoFA) and Terre des Hommes, DCI-ECPAT, ICCO, Free a Girl and Plan Netherlands. From 2016 to 2020, they are working together to end the commercial sexual exploitation of children (CSEC) in eleven countries.

This mid-term review (MTR) mainly generates insights into the design and initial implementation of interventions, as well as the achievement of intermediate results. It is primarily geared towards learning, steering and the improvement of implementation as well as responding to specific questions put forward in the guidelines for MTRs of SRHR partnerships by the MoFA. The review covers programme performance at the intermediate outcome level and looks for signs demonstrating progress in each of its actor-based pathways. The review covers all programme countries as well as international activities.

The MTR has used various methods and tools – including desk study, focus group discussions, participatory sense-making sessions and online surveys – to collect and analyse data in response to the review questions concerning: a) how ToCs respond to the programme context; b) the effectiveness of the DtZ programme in terms of achieving outcomes; c) the quality of planning, monitoring and evaluation (PME) in light of the preparedness for the end-term evaluation; and d) the quality of partnership. The subsequent MTR conclusions are summarised below.

1. On context analysis and adjustments to programme ToCs

Updates of the contextual changes since the inception phase of the DtZ programme have revealed several trends. First, some external factors such as migration, natural disasters and political destabilisation, gender-based discrimination and violence have amplified, with potentially adverse consequences on the increased vulnerability of children to abuse and exploitation. Second, other external factors like decreasing attention and resources for CSEC-related services and corruptive practices together with protracted processes in judiciary systems that prolong/inhibit the prosecution of CSEC perpetrators have remained at the inception phase level. Third, a new contextual factor – shrinking civic space – has emerged, which is exhibited in the weakening of partner NGOs resulting from adverse policies and practices introduced by authorities. Finally, there are some contextual factors that were initially assessed as risks but appeared to have a less direct impact on the DtZ programme like changes in public institutions due to elections, or those that present a lesser challenge to the programme such as collaboration with government.

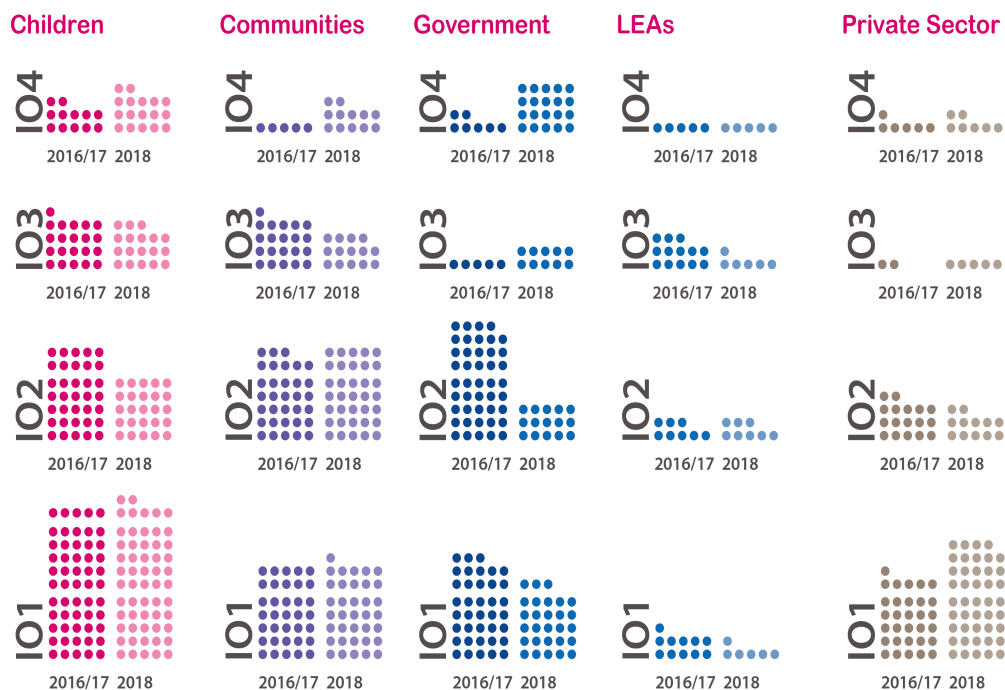
Furthermore, the programme has made assumptions that were and remain valid in the (changing) context of DtZ work. The adjustments of the country ToCs are well grounded and in line with the programme's strive for increased effectiveness and sustainability.

Moreover, some of the contextual factors described in the inception report that are considered key for the success of the programme are incorporated into the programme scope, such as: the lack of protection from families and the direct social environment; the absence or poor quality of social/care networks; discrimination of children rooted in cultural and religious beliefs that view children as inferior, incapable of assessing their own options and making decisions for themselves; stigma and taboos on CSEC; the adverse effects of the global mobility of people and access to ICT in terms of increased travel for sex tourism and online CSEC; and a lack of adequate implementation of (national) laws by law enforcement agencies (LEAs).

2. On progress and results

To reach the goal of the programme, the programme has progressed along all pathways of changes, which describe a gradual move towards the ultimately-desired behaviour of a key actor through a number of intermediate outcomes (IOs). Progress is illustrated by the number of signs per IO, comparing the results from 2016/17 with 2018 (until June) (see Figure 1 below).

Figure 1. Progress in pathways of DtZ programmatic ToC



The programme has made significant progress towards empowering **child victims and children at risk** to act as agents of change and protect themselves from (re)-victimisation. All countries have succeeded in children accessing specialised services (IO1 in children pathway), while there are also many diverse signs of children engaging their peers in becoming advocates for their rights, reporting cases and even participating as agents of change in decision-making (IO2, 3 and 4). More achievements on the lower steps of the pathway (i.e. IO1 and IO2) compared with higher ones (i.e. IO3 and IO4) confirms that the original logic of the programme remains valid.

In a similar way, the DtZ programme shows progress towards the desired ultimate change of **communities** being safer, offering better protection to child victims and being able to prevent children from becoming (re)victimised. Here again, there are various achievements starting from community leaders initiating discussion on change of values to keep children safe (see Figure 1, IO1 in communities pathway) and putting in place protection mechanisms and referral systems (IO2). Moreover, there is a positive trend in communities reporting cases to relevant authorities (IO3), as well as signs of progress on the public condemnation of values, norms and practices linked to CSEC (IO4). The trend of progress is stable in lower steps of this pathway, with a slight decrease in reporting cases in 2018, although an increase in community leaders making public statements against CSEC.

Furthermore, the programme shows a gradual progress in governments' behavioural changes towards applying policies, plans of actions, budgets and protocols to effectively combat CSEC, whereby the first years of the programme saw achievements in terms of both having more dialogue with and development action plans by government officials (see Figure 1, IO1 and IO2 in government pathway). Fewer signs of progress in the development of action plans in the first half of 2018 are understandable given that these are not re-made every year. An increase of signs illustrating budget allocation and the implementation of these plans confirms a move from the development of a plan to its implementation.

By contrast, progress in the behavioural change of **LEAs** is less remarkable. Although the first year of the programme saw results in LEAs using child-friendly protocols (see [Figure 1](#), IO1 in LEAs pathway) and investigating cases of CSEC (IO3), they did not seem to move into the next phase of prosecution, the area most infested with corruption. The seeming decline in following protocols by LEAs in 2018 (IO1) should be understood with the caveat that the programme only reports new signs of progress, i.e. although not visible, the introduced/improved child-friendly protocols are still being used. Rather, the few signs of progress on the facilitation of reporting (IO2) explains the fewer results in reporting cases in the children and communities pathways.

Although the work with the **private sector** on addressing CSEC is relatively new for most of the alliance members, there is visible progress towards market leaders/branch associations of the tourist industry, ICT, transportation and extractives being actively engaged in the protection of children against CSE. The main achievements can be seen in companies entering into a dialogue (see [Figure 1](#), IO1 in private sector pathway), from which a few end up developing a code of conduct (IO2). Little progress is seen in the economic empowerment of youth by providing them opportunities for education or jobs (IO3), while the implementation of codes of conducts when developed steadily continues (IO4). When comparing each of the sectors with programme strategies, the promotion of the Code stands out as having a better connection with institutional changes in companies (IO2 and IO4) compared with conducting market studies (IO3). Nonetheless, considering that efforts towards the private sector have a short history, the achievements are impressive, especially at the highest level of the pathway.

In terms of the **PME** system, quantitative and qualitative data and information collected by existing PME tools make a good basis for the final evaluation. Overall, information on outcomes is sufficient in terms of quality, as it is largely in line with describing outcomes as behavioural changes. With few adjustments, all signs can be brought to the same level of readiness to be utilised by the end-term evaluation. Some improvements are needed for connecting better quantitative and qualitative information collected by different tools as well as creating more linkages – and making them more explicit – between reflecting on the experiences and planning. Contribution analysis of strategies to progress (or a lack thereof) also requires attention.

3. On the quality of partnership

The questions and conclusions are that the alliance functions quite well, with the most progress in joint reflection and learning. The MoFA also seems to perceive this partnership quite positively. A joint vision and increasing ownership over strategy, knowledge sharing, learning efforts and atmosphere as well as internal communication are among the strengths of the alliance. Moving from joint learning to joint implementation (i.e. mapping and capitalise on complementarities), learning from PME as well as stability in staff composition are among the alliance challenges.

There are many potential benefits and costs that are difficult to quantify, although the actual proof of costs and benefits is not systematically collected and discussed. However, the overall sentiment appears to be that the benefits outweigh the costs, with a potential for more. This potential can be realised if the alliance sees itself as a strategic partnership beyond 2020 and is demonstrated as a joint implementation.

The alliance is built on collaboration between the programme and other SRHR initiatives in programme countries. Indeed, the DtZ programme is implemented through collaboration between the local partners that worked on SRHR before the programme and intend to continue after. Having SRHR as their core mandate, these organisations combine their multiple projects funded by other donors as well as their networks to enhance the results of the DtZ programme. Furthermore, the choice of working in collaboration is made strategically to turn these actions into a movement of citizen activism. Moreover, the DtZ programme is influencing key stakeholders working on SRHR such as relevant government

agencies, community and private sector organisations. This influencing also results in collaboration between these key stakeholders.

These conclusions led to the formulation of the following **recommendations**, organised by learning questions:

- 1.1. Recommendations for programme relevance and sustainability:** Continue with the practice of reflecting on and adjusting country ToCs – including barriers and assumptions – on an annual basis. In addition, see the update of the risks and specific recommendations for their mitigation in Table 2 of the MTR report.
- 1.2. Recommendations for increased effectiveness of the programme:** **(1) Adjust programmatic ToC and increasingly link it to country ToCs:** by re-formulating IOs in the programme ToCs to ease the alignment of country ToCs with them, separating government and LEA pathways, using learning on the private sector to re-adjust this pathway, especially steps on developing a code of conduct leading and providing opportunities to livelihood for young people, as well as more deliberately linking international work of ECPAT with country programmes by linking international strategies to results in country ToCs. **(2) Zoom in on cross-pathway linkages** such as those related to the criminalisation of CSEC in the children, communities, government and LEAs pathways, clarify strategies of sustainable reintegration of CSEC victims/survivors after 18 (link between children and communities pathways) and complement market studies with other strategies for increased chances of gain an education and/or employment for youth from the private sector (children and private sector pathways). **(3) Gather, document and communicate programme results related to contextual factors that are brought into the programme scope**, including gender-based discrimination, discrimination of children, stigma and taboos on CSEC, travel for sex tourism and online CSEC. In doing so, continue implementing a gender equality approach across the alliance.
- 1.3. Recommendations for monitoring data and PME system:** Keep using existing PME tools and add a strong link between the output and the outcome data for a complete overview (i.e. both quantitative and qualitative information). Continue with programme PME event of outcome harvesting meetings and add peer reviews to increase the objectivity of harvested results as well as an analytical tool to make sense of programme contributions to progress in the pathways. Moreover, consider online story-based tools that suit the multilingual environment to lighten the burden of reporting on signs in writing. Finally, to fully benefit from this comprehensive system, develop an alliance dashboard that can provide a meaningful insight into the programme progress for all alliance members.
- 1.4. Recommendations for improving the quality of partnership:** **At the country level**, work towards more joint implementation by searching for areas where complementarity can easily be found and facilitate the discovery of shared gains. **At the regional level**, for better exchange and learning, alternate locations for regional meetings, selecting the locations based on best practices. **At the global level**, institutionalise documentation and promote best practices, make communication material that predominantly uses visuals to intensifying exchange among regions. If staying in the same alliance beyond 2020, consider the benefits of designing the next programmatic vision with implementing partners, steer towards more synergetic work in practice, facilitate thinking more on behalf of the alliance than individual member organisations and provide information to complete the feedback loop to reporting organisations.

2. INTRODUCTION

2.1. BACKGROUND AND PURPOSE OF THE MID-TERM REVIEW

The Down to Zero (DtZ) Alliance and MDF Training & Consultancy (MDF) entered into a service contract for mid-term evaluation (MTR) and end-term evaluation of the DtZ Programme on 13th February 2017. While setting up the MTR process, the DtZ Alliance shared an additional request received on 14th November 2017 from their strategic partner the Department of Social Development, Health and Aids Division of Ministry of Foreign Affairs (MoFA), revealing additional information needs of the MTR. As a result of the analysis and discussion of the information gap between the initially-agreed services and the requested updates, on 11th April 2018 the steering committee of the DtZ Alliance and MDF updated the original contract to include more elaborated services of MDF for this MTR.

The MTR's main focus is to generate insights into the design and initial implementation of interventions and the achievement of intermediate results. Therefore, it is primarily geared towards learning, steering and improvement of implementation as well as responding to specific questions put forward in the guidelines for MTRs of SRHR partnerships by the MoFA. To address this focus, the MTR develops recommendations to operationalise further DtZ priorities for the remainder of the programme (2019-2020).

THE OBJECTIVES OF THE REVIEW ARE AS FOLLOWS:

(1) Assess the extent to which the DtZ programme has been relevant and its results seem sustainable by assessing how Theories of Change (ToC) respond to the programme context. This objective covers the following topics: (i) assessment of the contextual situation in comparison with that formulated in the inception report; (ii) analysis of the validity of underlying ToC assumptions; and (iii) reflection on the adjustments to ToCs in relation to

updated context analysis and recommendations for programme relevance and sustainability. They are described in Chapter 3: Context Analysis and Theory of Change.

(2) Assess the effectiveness of the DtZ programme. This objective covers the following topics: (i) assessment of the progress in a pathway of intermediate outcomes towards reaching final outcomes; (ii) recommendations for improving the effectiveness of the programme; (ii) assessment of the programme's PME system and practices and an analysis of the quality of the data, including its suitability for the end-term evaluation; and (iii) recommendations for improving PME systems and practices. They are described in Chapter 4: Progress and Results.

(3) Assess the partnership and address specific questions of the MoFA. This objective covers the following topics: (i) self-assessment of the partnership quality in terms of joint strategy, steering structure, cooperation and learning; (ii) answer questions of the MoFA on the partnership: How well does the alliance function? What goes well and what are the challenges? What are the costs and benefits of being in the partnership? What is the collaboration between the programme and other SRHR initiatives in programme countries?; and (iii) recommendations and lessons learned for a successful partnership. They are described in Chapter 5: Partnership Quality.

2.2. MTR SCOPE

The review covers the first 2.5 years of the implementation of activities, from 2016 until mid-2018. The review takes into account information on 2018 activities as it is available.

The review covers programme performance at the intermediate outcome level and looks for signs demonstrating progress in each pathway as an indication of the extent to which all outcomes

together are advancing towards the ultimate outcome.

The geographical boundaries of the review include all programme countries as well as international activities.

2.3. STRUCTURE OF THE REPORT

Following this introductory chapter, Chapter 2 outlines the methods, process steps and methodological observations of the MTR.

Chapter 3 presents an assessment of the extent to which the DtZ programme has been relevant and sustainable. It also provides recommendations for adjustments to be made to remain relevant and produce sustainable results by addressing key contextual changes.

Chapter 4 follows with an assessment and recommendations regarding the effectiveness of the DtZ programme. It also provides appreciation and recommendations for improving PME systems, including in preparation for the end-term evaluation.

Chapter 5 proceeds by assessing the quality of the partnership between the alliance members, their implementing partners and with the MoFA. The chapter also presents recommendations for an improved quality of partnership.

Annexes conclude the report.

2.4. ACKNOWLEDGEMENTS

To start with, we are thankful to the steering committee members, Programme Manager Ms Judith Flick, Programme Coordinator Ms Chansuay van Son, PM&E Coordinator Mr David Roche, and consultant to the programme Ms Karin van den Belt for their cooperation in sharing key documents and information, as well as overseeing multiple activities of the MTR process.

Moreover, we are thankful to the programme coordinators, country leads and implementing partners for organising and participating in workshops in programme countries and for providing input for MTR. We are grateful to the programme and project partners for their time, as well as for sharing their data and insights during the regional meetings.

Finally, we express our gratitude to the participants of the MTR reflection meeting: Ms Judith Flick (Terre des Hommes), Mr Theo Noten (DCI-ECPAT), Ms Willeke Kempkes (ICCO Cooperation – ICCO & Kerk in Actie), Ms Aude Diepenhorst (Plan), Ms Talinay Strehl (Free a Girl), Mr Carrie van den Kroon (DCI-ECPAT), Ms Soledad Ardaya Morales (ICCO), Ms Chansuay van Son (Terre des Hommes), Mr David Roche (Terre des Hommes), and Ms Karin van den Belt (Building for Welfare Services). Without their analytical insights, this report would not have been possible.

2. METHODS AND PROCESS

2.1. MTR METHODOLOGIES

To address the MTR objectives, we used a mix of methods, namely desk study, survey, focus group discussions and participatory sense-making workshops.

At the beginning of the MTR, a **desk study** served as a basis to re-assess the information needs of the review. For this purpose, the programme documents including the inception report, the baseline report, the annual country reports for 2016 and 2017, the annual country plans for 2016-2018 and the PM&E manual have been analysed against questions listed in the MoFA MTR guidelines. As the result, the MTR questions have been updated (see details in Annex 1).

To assess how ToCs respond to programme context, we **combined a desk study and focus group discussion**. The assessment was conducted based on the SPELIT analysis methodology, which allowed studying risks and assumptions in the environment of the programme in a systematic way. The acronym SPELIT stands for social, political, economic, legal, intercultural and technological factors, indicating areas that are covered by this analysis. A detailed description of the adjusted methodology can be found in Annex 2.

To assess the effectiveness of the DtZ programme in terms of achieving outcomes, we used a **combination of desk study with sense-making sessions** during regional meetings. During these meetings, we facilitated peer reviews of the most significant changes in all four pathways and the main challenges by country. This peer review has been chosen to add value to the systematic outcome data collection and reflection processes organised by DtZ. More information on the methodology is included in Annex 3. Furthermore, we investigated cross-pathway results by developing a data collection and analysing data with **Sprockler**ⁱ. Questions used in Sprockler are included in the report as Annex 4.

In addition, to assess whether the current PME gathers quality data and effectively serves accountability and steering purposes, we used a **survey** to gather opinions of the steering committee members and country leads on their satisfaction with PME system and practices of the DtZ programme.

To gain insights into the quality of partnership, we **combined a self-assessment by partners in a workshop setting with a survey** of the steering committee, the MoFA, board of directors, financial and communication officers, the desk of the programme and working groups. For this assessment, we adjusted the alliance thermometer, a tool developed by MDF for participatory/self-assessment of the quality of work in alliances. It is based on the Capacity Works developed by GiZⁱⁱ and the Free Actors in Networks (FAN) approach developed by Dr H.E. Wielinga, LinkConsult. The building blocks of the alliance thermometer are five success factorsⁱⁱⁱ from Capacity Works combined with the four Network Tools from the FAN approach. The alliance thermometer unifies the terms 'cooperation system' (Capacity Works) and 'network' (FAN approach) through the consistent use of term 'alliance', which refers to a formalised cooperation between several partner organisations pursuing a joint strategy or programme. The generic tool has been adjusted for this MTR and specific questions of the MoFA have been incorporated. See the methodological note to self-assess partnership quality with the alliance thermometer in Annex 5.

2.2. OBSERVATIONS/LIMITS TO THE MTR

The MTR proposed a methodology as robust as possible under real-world conditions. Nevertheless, it brings the following limitations to the client's attention.

First, the analysis of the programme progress is based on secondary outcome data (i.e. provided

by the programme's own monitoring system). It is realistic to assume that had a field study or further investigations into these results been conducted, more data would have been harvested. This assumption is based on the observation that partners see, and report less than they could, which is in line with a general rule of the knowledge management that people know more than they say, and they say more than they write. As a result, the list of outcomes is incomplete, especially from programme teams who – for different reasons – demonstrate their results less in writing.

Second, country ToCs are not perfectly aligned to the programme ToC, i.e. while they follow the actor-based four-pathways logic, they do not mirror all intermediate outcomes (IOs). This is not only understandable but also appropriate to address the country-specific nature of the DtZ work. However, it also implies that some data – when linked to the programme ToC – does not make it to the analysis at the programme level. Therefore, for these IOs data only shows progress made in countries that have mirrored/aligned their IOs with those in the programme ToC. This caveat should be taken into account when looking at the number of signs per IO. It is particularly true for IO2 in the children, communities and private sector Pathways, IO3 in the children, government and private sector pathways, and IO4 in the children and communities pathways. See Annex 6 for details on the alignment of country ToCs to the programme ToC.

Third, the changes reported by the programme are looked at taking 2016 – the starting year of

the programme – as the baseline. From that point onwards, the programme goes to great lengths to report signs of progress only when they are directly linked to the DtZ programme. However, programme partners have been working on CSEC before the programme start and some of the changes in behaviour of key stakeholders – most notably children – could be partially attributed to the work done prior to and in parallel with this programme.

Moreover, as they become 18 years old, some of the children who are served by the programme move out of this category. As tracking children (i.e. following a singular story of a child throughout timespan of the programme) is not done for ethical reasons, progress in the children pathway is partially distorted (this probably also applies to the community pathway, if children remain in the area after turning 18). Under the assumption that being a change agent is correlated with a child's age, there would probably be more progress seen over time if the programme expanded its definition of a child beyond 18 or created another 'youth' category from 18 to 25 years.

Having said this, the MTR accepts that despite being imperfect, the data is still sufficient to illustrate the trends.

Finally, this MTR is an endeavour with limited resources and largely secondary-data based. To counter this limitation, a joint evaluation effort has been undertaken, with the advantage of boosting the evaluative capacity of the DtZ programme and the downside of the MDF consultant not having insights from field visits.

2.3. MTR PROCESS STEPS

The process steps taken for the MTR are listed in Table 1 below:

Figure 2. MTR process steps



INTAKE PHASE

- Analysis of information collected by DtZ in 2016 - 2018 to assess information gaps for producing MTR report
- Consultations with DtZ programme the MTR methodology to ensure that M&E processes in 2018 generate information that could be easily utilized to address MTR objectives and questions
- Preparation and facilitation of an inception meeting to discuss suggestions for optimisation of the MTR to address updated requirements
- Produce an updated proposal on agreed process and MDF's participation/role in it.



DATA HARVESTING & ANALYSIS PHASE

- Design of Sprockler survey to collect additional data to review effectiveness, relevance, and sustainability of country programmes as well as analyse partnership
- Prepare methodology & guidance note
- Prepare methodological note for country teams to assess partnership (Alliance Thermometer) in a workshop setting, as part of their annual OH
- DtZ: Translate guidance notes and questions to programme languages
- DtZ: Communicate to country teams the requirements and explain produced methodological notes
- DtZ: Collect data with Sprockler, translate signs to English
- DtZ: Conduct partnership assessment (Alliance Thermometer) in countries
- DtZ: Conduct gender analysis of DtZ programme, as in input to regional meeting and MTR
- Develop methodology to use Sprockler data for peer review of country programmes (e.g. Thailand country programme reviewed by panel of other country teams from the region)
- Co-facilitate peer review by programme key staff, as a part of regional meeting in Asia (including travel). On the margins of regional meeting, conduct interviews with programme staff to gain additional insights into use of M&E
- DtZ: Replicate sense-making in regional meeting in LA
- Conduct interviews on use of M&E systems and practice; analyse internal survey and M&E data to assess its quality and produce recommendations for programmatic reflection meeting
- In consultation with the Alliance M&E team, design the survey (SurveyMonkey). Operate the survey and prepare results as an input for programmatic reflection meeting



REPORTING PHASE

- Prepare and facilitate a programmatic reflection meeting, during which key programme staff reflects on all findings and draw overall lessons and conclusions
- Draft evaluation report
- DtZ: provide collated feedback to the draft report
- Finalise the report

3. CONTEXT ANALYSIS AND TOC

This sub-chapter provides answers to the following questions:

- What are the updates of the contextual factors of the programme described in the inception report?
- How valid are the underlying assumptions of ToC in relation to updated context analysis?
- What are the recommended risk mitigation strategies for programme relevance and sustainability?

3.1. UPDATES ON THE PROGRAMME'S CONTEXTUAL FACTORS

Updates of the contextual changes have revealed several trends: since the inception phase of the DtZ programme, various external factors have amplified, a few have remained at the same level, one has emerged, several have been incorporated in the programme scope (i.e. they are no longer considered as contextual factors) and some have been re-assessed from having a potential negative impact to having a neutral/positive influence.

CONTEXTUAL FACTORS AMPLIFIED SINCE THE DtZ PROGRAMME INCEPTION PHASE

Migration: Several negative impacts of migration on the increased vulnerability of children to abuse and exploitation have remained. There is more and additional migration on top of regular migration that takes place in country from the countryside to the cities or neighbouring countries. This movement of people is caused by the belief that there are more and better opportunities for education and work in cities and abroad, and often because these opportunities simply do not exist in the migrant's place of origin.

Whether regular or irregular, this migration affects both groups of children, namely those left behind by migrant workers leaving their homes, as well as children migrants in the country of arrival. The former group is at risk of

abuse as they seek livelihoods in poor economic situation, while the latter group are often abused in detention centres or pushed into illegal activities while working. Migrant children are often without family support and do not speak the language of the host country, which – in combination with the absence of child-specific or child-friendly migration services – makes them more vulnerable to sexual exploitation. Increasing and poorly-managed migration has intensified this problem in DtZ programme countries such as Thailand, India, Bangladesh (migration from Myanmar), Colombia and Brazil (migration from Venezuela).

Natural disasters and political destabilisation:

Similarly, children are poorly protected in the aftermath of extreme weather events and armed conflicts. Such events prompt a temporary breakdown of norms that protect the weak, whereby sexual violence follows. Facing desperate circumstances to fulfil their basic needs or protect themselves from harm, women and children are forced to flee or engage in damaging forms of livelihood such as CSEC. Recent events and developments exhibit a trend of worsening the contextual conditions in which the DtZ programme works: global warming is increasingly causing extreme weather disasters that affect all Asian countries in the programme^{iv}. In the recent past, the Indonesia programme was affected by earthquake in Lombok in July 2018 and a part of the Philippines programme has been temporarily forcibly closed down due to a six-month period of restoration announced by order of the country's president.

At the same time, political destabilisation is clearly observed as in the case of unrest in Nicaragua, or it is feared as in the case of upcoming elections in Thailand in February 2019, Bolivia in October 2019, Brazil at the end of October 2018 and Colombia^v.

Gender discrimination and violence: The acceptance of discrimination and violence against groups with less socioeconomic power such as vulnerable minors and women – which is widespread in Asia and Latin America – has intensified during recent years. A major

contributing factor is public statements by high-level politicians such as presidents degrading the status of women, migrants and other vulnerable groups. One such example is the deteriorating rule of law and respect for human rights in the Philippines, where a series of killings of church leaders and local elected officials has increased the fear and heightened acceptance of violence among the public. In certain Latin American (LATAM) countries of the programme, as well as the Dominican Republic, Nicaragua and Brazil, a trend of fundamentalists idealising values that keeps CSEC invisible and tolerating violence as part of education is observed. This trend has the potential to perpetuate cultural intolerance, intense dislike and stereotyping of "different" groups within society, such as migrants, ethnic minorities and LGBTI persons. This type of trend is known to contribute to violent or aggressive behaviour towards all vulnerable groups^{vi}.

EMERGING CONTEXTUAL CHANGE SINCE THE DtZ PROGRAMME INCEPTION PHASE

Shrinking civic space: In many programme countries, partner NGOs undergo a process of intentional weakening from policies and practices introduced by authorities. This affects the legitimacy, capacity and resources of NGOs to fight CSEC. One such example is the continuous negative attitude of the Nicaraguan government towards NGOs, based on which many have decided to close down or minimise their work, including work with children. Another example is the hindered access to public platforms for NGOs working on children rights in post-impeachment Brazil. Yet another unfavourable experience is the registration of nearly 2,000 NGOs being revoked during recent years in Bangladesh. As a consequence of this complication imposed by the government, funding by donors has been severely reduced. At the same time, law enforcement agencies (LEAs) that helped the government to keep the power – in an environment of diminished rule of law – harass human rights activists, including staff of the DtZ implementing partners.

CONTEXTUAL CHANGE REMAINING CONSTANT SINCE THE DtZ PROGRAMME INCEPTION PHASE

Decreasing attention and resources for CSEC-related services: One of the growing concerns is that the wider issue of human trafficking is gaining increasing limelight and inadvertently overshadowing the more specific issue of CSEC. Furthermore, cross-border trafficking for sexual exploitation gathers more attention compared with local and regional levels due to the links with (irregular) migration and residency permits. One immediate effect of this is a trend of reduced commitment from international donors to combat CSEC. This is worsened by the fact that many of the national governments of the DtZ countries lack resources to support CSEC-related service, while others do not prioritise such services. The result is stagnant public spending in support of CSEC-specific programmes like in the example of a reduced budget and weakened actions for combatting CSEC caused by the withdrawal of several bills and policies related to child rights after the impeachment of the president of Brazil.

Meanwhile, the demand is growing. There are still over one million cases of CSEC a year^{vii}, and contributing trends of poverty and disasters, the popularity of discrimination and violence as well as the global mobility of people are on the rise.

Corruption and criminal activities: The DtZ programme's immediate environment remains strongly affected by the vicious bond between brothel owners, human traffickers and law enforcement. Corruptive practices and protracted processes in judiciary systems in many of the programme countries either prolong or entirely inhibit the prosecution of perpetrators of CSEC. Although the DtZ programme partners have long worked within the limitations that these practices create, their safety becomes an increasing concern.

CONTEXTUAL FACTORS ASSESSED AS RISKS THAT APPEAR TO HAVE A LESS DIRECT IMPACT ON THE DtZ PROGRAMME

Changes in public institutions due to elections: Despite initially being assessed as having the potential to negatively affect the DtZ activities and results, presidential and legislative assembly

elections in India in 2017-2018, municipal elections in Brazil in 2016, general elections in the Dominican Republic in 2016 and local and regional elections in the Philippines in 2016 have only affected the programme to a minor extent. The main reason is that changes in public institutions have taken place gradually or have not affected specialised personnel like in the example of CONANI (National Council for Children and Adolescents), the institution responsible for implementing the protection system for children and adolescents in the Dominican Republic.

It has to be said that when staff rotation occurs in government agencies (which is the case), it creates difficulties in the programme implementation. Such changes delay the implementation, e.g. when a series of forced resignations and appointments in Indonesia led to a change of leadership of national agencies (such as the departments of Justice, Social Welfare and Development, and Tourism) as well as regional governments and LEAs. Moreover, such changes prevented implementing partners from developing champions among the national agencies, as in the case of the transfer of leaders of CONANI in the Dominican Republic who were programme contact persons, and the turnover of technical staff in the Philippines who were trained/skilled in CSE-related work.

Collaboration with government: In recent years, some developments in local and national politics of the DtZ programme countries have appeared to become political opportunities being used for increased collaboration between the governments and the programme. One example is in India, where an instruction from higher echelons of government to demonstrate that the social development indicators are higher than in any other neighbouring country has created an opportunity to collaborate with local government on CSEC. Similar environments have been created in Bolivia, where the municipalities of La Paz, Cochabamba and Santa Cruz have started contemplating the CSEC issue in the process of development of departmental and municipal plans, and in Colombia, where the Attorney General has created a specialised unit for the criminal investigation of CSEC cases and human trafficking.

3.2. THE VALIDITY OF UNDERLYING TOC ASSUMPTIONS

A comparison of the assumptions with the contextual changes in the first two years of the programme as well as the reasons for adjustments of the country ToCs reveals that the initial assumptions largely remain valid.

Having said that, some of the contextual changes described in the inception report are in fact tackled within the scope of the programme and also described as the ToC assumptions or changes in pathways (as per the inception report). It is detailed below how these contextual factors are incorporated into the programme scope.

Protection in families: An unstable family situation and a lack of protection from the immediate social environment are among the key factors increasing the vulnerability of children to CSE. Therefore, the DtZ programme works directly with the extended families of (potential) victims and survivors of CSE. With its awareness-raising and counselling services, the DtZ programme tackles a complex combination of practices such as (a) sexual abuse within families and the direct social environment; (b) guilt, fear and shame in admitting and reporting CSEC; (c) socially-unprotected poor children making a living on the street; and (d) runaway and homeless youth – both on the street and in shelters – surviving on illegal activities.

Although the lack of protection from families and the direct social environment is rooted in some harmful social norms and values, the most challenging contributing factor is poverty. For economic reasons, some of the most socio-economically vulnerable families often encourage their children to work in areas without consideration for the risks that the work environment carries, or they do not object to their children engaging in profitable yet harmful practices such as online child sexual exploitation of children (OCSE). It remains a challenge for the programme to protect or successfully reintegrate survivors of CSE, given that once a child or family become financially dependent on

the sexual exploitation, it is difficult to stop in the absence of other economic opportunities.

Social protection: The vulnerability of children at risk and victims of CSE is amplified when a lack of family and community support is negatively enforced by the absence or poor quality of social/care networks. The DtZ programme addresses this inhibiting contextual factor by establishing/strengthening social care services/protection committees (intermediaries between civil society and local or national governments such as in Bolivia, Peru, Nicaragua, Colombia, to mention a few examples) and it combines this work with promoting effective models of care through lobby and advocacy.

Discrimination of children: The programme also directly addresses cultural and religious beliefs that view children as inferior, incapable of assessing their own options and making decisions for themselves and thus in need of a patronage. This results in providing care for children, as well as not respecting children's rights to speak out for themselves, which makes CSEC permissible. In addressing this powerful negative factor, the programme works towards finding a balance between promoting dignity and respect for children so that they take part in decisions on their lives, as well as ensuring that protection coming from the underpinning cultural norms is maintained.

Stigma and taboos on CSEC: Cultural norms and practices viewing CSEC as voluntary, denying the occurrence of CSEC, blaming victims of CSE and avoiding public discussions on subjects related to sex remain a major cause for the increased vulnerability of children to CSE. These views weave a complex web of – among others – customs, dominance hierarchies, gender-based discrimination and general resistance to change/complacency within communities. These cultural and social norms persist within society because conformity – which is maintained by a variety of external and internal pressures – discourages individuals from challenging norms. This is achieved by means of social disapproval or punishment and feelings of guilt and shame that exist based on the internalisation of norms. Similar to the discrimination of children, these social norms and practices are as powerful as

they are challenging to address, and they have a strong adverse impact on the effectiveness of the DtZ programme. Therefore, the DtZ programme tackles them by raising awareness about the destructive impact of these beliefs and engaging in dialogue to find joint strategies and solutions with target groups in the immediate vicinity of CSEC and vulnerable children.

Global mobility of people and access to ICT: Whether for work or pleasure, the mobility of people remains high, likewise the probability of children being trafficked across borders for CSE. In addition, from being seen as a risk factor with the potential to contribute to child sexual abuse and sex tourism, the increasing access to ICT has become a reality. In the context where ICT has significantly expanded the pool of potential victims and enhanced access to children by potential sex offenders, the DtZ programme fights against CSEC by collaborating with the internet service providers (ISPs) to identify and prevent sex offenders from abusing children online and blocking access to children through online tools.

Implementation of laws: Efforts to fight against CSEC are often hindered by a lack of adequate implementation of (national) laws by LEAs and general weakness of the LEAs, including a wide acceptance of corruption by them. This results – among others – in hesitance among survivors to come to the fore due to impunity. The programme addresses challenges related to the implementation of laws as much as possible by directly working on the capacities of LEAs to better manage investigations, prosecute perpetrators and effectively assist child victims.

3.3. RECOMMENDATIONS FOR PROGRAMME RELEVANCE AND SUSTAINABILITY

It should be noted that the MTR found existing updates to the ToCs to be sensible. They are made based on annual reflections on the programme progress and illustrate that the alliance is continuously discussing ways to improve programme strategies. This being said, the adjustments to ToCs are related to the learning on how (behavioural) changes take place in practice compared with the programmatic theory. Accordingly, changes made to ToCs are less related to the changes in context. This is also understandable, given that finding new key stakeholder groups and introducing new pathways is almost impossible without halting work with the existing ones. Furthermore, the programme already works with and on the behaviour of main relevant stakeholders apart from children themselves, such as government and LEAs, communities and

the private sector, which are ordinarily referred to as the context of the programme. Information on the updates to the ToCs can be found in Chapter 4.

A general recommendation to the programme is to continue with their practice of reflecting on and adjusting their ToCs – including barriers and assumptions – on an annual basis.

In addition, based on the analysis of the described changes in context, key risks can be distilled as an update of the analysis presented in the inception report (p.30). This update provides specific recommendations for the mitigation of risks in Table 2, which offers an overview of the updated risks, an assessment of their harm potential and probability, recommended mitigation strategies and comments stating the type of the update since the inception phase. The risks that have been removed due to being incorporated into the programme scope are not included in this table.

Figure 3. Updated risk analysis and recommendations

Identified Risk	Harm potential	Likelihood	Recommended Risk Mitigation Strategies	Comment
Migration: Increased and poorly-managed migration has increased the vulnerability of children to CSE in both host countries and countries of origin.	Medium	High	<u>Short term:</u> Learn from programmes that work on migration and/or with migrants and host communities. <u>Medium term:</u> Consult/work with host communities and migrants. <u>Long term:</u> Develop additional strategies to work with programme target groups that respond to migration flows to increase their awareness/support the improvement of children-specific services.	Amplified since the inception phase
Natural disasters and political destabilisation: Natural disasters or political unrest creates difficulties in reaching children and communities and/or disrupts the common state of affairs, shifting the priorities of governments and/or donors.	High	High	<u>Short term:</u> Keep flexibility in planning in reaction to unforeseen emergencies. <u>Medium term:</u> Discuss and decide on the programme's approach to dealing with natural disasters and political destabilisation. <u>Long term:</u> Allocate funds within the programme budget to contingencies specifically for attending to immediate needs emerging from possible natural disasters or political unrest.	Amplified since the inception phase
Gender discrimination and violence: Growing discrimination and acceptance of violence against groups with less socioeconomic power such as vulnerable minors and women.	High	High	<u>Short term:</u> Continue working at the local government level, influencing the direct political environment of the programme (instead of national level). <u>Medium term:</u> Research and discuss with like-minded organisations possible strategies to challenge cultural and social norms supportive of violence and discrimination. <u>Long term:</u> Consider strengthening work with communities with work on public awareness countering discrimination, xenophobia, homophobia and male chauvinism.	Amplified since the inception phase
Shrinking civic space: NGOs intentionally weakened by introduced policies and practices, affecting their legitimacy, capacity and resources to fight CSEC.	High	High	<u>Short term:</u> Keep track of ways in which civic space is shrinking/shifting in programme countries and inform embassies, human rights councils and national governments. <u>Medium/long term:</u> Strengthen lobby and advocacy skills to collect and use evidence on changes in civic space.	Emerged since the inception phase
Corruption and criminal activities: Strong links of CSEC with criminal activities and corruption, which endangers the security of the target groups, staff and researchers.	High	High	<u>Short term:</u> Continue using child-safeguarding policies, cooperation with like-minded NGOs and local police force, as well as publishing offences and security breaches to avoid repetition and impunity (wherever possible). In addition, develop security guidelines to monitor, react to and prevent breaching the security. <u>Medium/long term:</u> Conduct training in monitoring and implementation of security guidelines.	Remaining constant since the inception phase
Decreasing attention and resources for CSEC-related services: National governments spending for service delivery decreasing/stagnant. Donors shifting priorities away from CSEC-specific programmes.	High	Medium	<u>Short term:</u> Maintain close ties with relevant government departments and continue to lobby for budget allocations for specialised services for victims. <u>Medium/long term:</u> Based on the analysis of best practices in combatting CSEC, create and promote the most remarkable approaches used by DtZ not only with national governments but also with donors.	Remaining constant since the inception phase
Changes in public institutions due to elections: Changes in staffing of national/regional level government officials and LEAs due to elections or staff turnover.		Medium (reduced from high)	<u>Short term:</u> Promote transfer of skills/knowledge and institutionalisation of best practices within targeted public institutions. Keep re-introducing programme to newly-appointed government employees. <u>Medium term:</u> Develop training of trainers to support a transfer of skills/knowledge in public institutions. <u>Long term:</u> Include re-initiating advocacy and dialogue after elections in the planning of the next programme.	Re-assessed as having a less direct impact

4. PROGRESS AND RESULTS

This sub-chapter provides answers to the following questions:

- i. What results have been achieved and what results are realistically expected in the short and medium term? What are the opportunities and possible threats in terms of achieving the results?
- ii. What are the recommendations for improving the achievement of results (i.e. increased effectiveness)?
- iii. What is the quality of the monitoring system in terms of producing useful data for the programme management? What is the usability of this for the final evaluation?
- iv. What are the recommendations for improving monitoring data for better programme management and preparedness for the final evaluation?

4.1. PROGRESS IN THE ACHIEVEMENT OF RESULTS

The DtZ programme works towards achieving four main outcomes, each centred around one of the key stakeholders, whose behavioural changes is essential to contribute to the programmatic vision of ending CSEC in the

programme countries. The final envisaged outcomes (referred to as outcomes 2020) as well as IOs are formulated in terms of behavioural changes (in line with the outcome mapping and OH methodologies) and organised in four pathways or ladders of change. Each pathway illustrates DtZ partners' vision of progressive changes in the behaviour of a key actor towards reaching the ultimate desired behaviour. Therefore, it makes sense to assess the progress of the programme by first looking at each pathway separately.

4.1.1. CHILDREN PATHWAY

The programme works towards changes in this pathway with a combination of training and the provision of services. Figure 4 below illustrates the reach of children with training on advocacy skills enabling them to protect their rights and mobilise others to participate in addressing the issues related to CSE, awareness-raising techniques that enable the children to implement peer-to-peer education, flow and procedures of reporting cases of CSE to duty bearers, as well as coverage in numbers of the IO1: 21,464 boys and girls, victims of CSE accessing educational services, legal advice, health and shelter.

Figure 4. Key quantitative data for children pathway, June 2016- June 2018



Figure 5. Progress in children pathway, per IO

Children



Overall, the analysis of collected outcomes indicates that the programme has made significant progress towards empowering child victims and children at risk to act as agents of change and protect themselves from (re)-victimisation. Signs of progress derived from the DtZ monitoring data illustrate that all countries have succeeded in terms of children (especially child victims) accessing specialised services for rehabilitation, reintegration and reducing their vulnerability to CSEC (i.e. IO1). These services are a combination of those offered by the implementing partners, community-based and government-led protection mechanisms and referral systems.

The programme has also progressed along the pathway, with many diverse signs of children engaging their peers in becoming advocates for their rights (IO2), reporting cases (IO3) and even participating as agents of change in decision-making in their families, communities and local government (IO4). In line with the logic of progressing changes, more achievement can be observed on the lower steps of the ladder of change (i.e. IO1 and IO2) compared with the higher one (i.e. IO3 and IO4). Comparing the first two years with the current (incomplete) reporting year shows that the trend of the progress has continued. Figure 5 illustrates the degree of progress by presenting the number of signs per IO, comparing the results from 2016/17 and 2018 (until June).

It should be noted that four ToCs (Indonesia, Brazil, Dominican Republic, and Latin America) do not explicitly mention reporting cases by children (IO3) as a step in a progressive pathway. This could be explained by the nature of this result, which could be understood as filing cases on CSEC, and therefore it is linked to the readiness of the judiciary system and LEAs. Furthermore, some interpret this IO as children reporting cases of other children, while others do so as children reporting their own cases and others again only consider cases that are successfully reported and dealt with by the judiciary and law enforcement. Regardless, this is an overly-ambitious target to set for 2020 in the context of many countries.

The changes in IO on reporting cases are related to the IO in the government pathway that specifically focuses on LEAs' ability to ensure that reports come in (IO1), are processed (IO2), that cases are investigated (IO3) and perpetrators are prosecuted (IO4). Therefore, it makes sense to cross-analyse IO3 in the children pathway with the LEA part of the government pathway. For now, progress in behavioural change of LEAs – albeit less than in signs illustrating the increased in reporting CSEC – is evident. One explanation lies in the argument that influencing law enforcement systems reforms poses a different type of challenge compared with that of overcoming

taboos and fearing reporting cases. This is further explored in the sub-chapter on progress in the government and LEAs pathway.

Furthermore, evidence is found that children in these countries are actually reporting cases but not within the formal judiciary system. The most significant achievements strengthen the finding that programme has progressed far towards the ultimate outcome. In addition to presenting an overview of progress in numbers of signs, Figure 6 and Figure 7 show the content of the achievements, including in terms of children becoming agents of change.

Children Asia

OUTCOMES 2020

Child victims and children at risk are empowered and act as agents of change and are able to protect themselves from (re)victimisation of CSEC

INTERMEDIATE OUTCOMES

Children participate as agents of change in decision-making within the family, community and (local) government regarding their rights, in particular their right to protection against CSEC

Children take action on CSEC and vulnerability, flag and report cases of CSEC

Children engage their peers in becoming advocates and conduct child-led campaigns for child rights and child protection against sexual exploitation and abuse

Children (in particular child victims) access specialised services that protect them, help them rehabilitate, reintegrate and reduce their vulnerability to CSEC

Figure 6. Most significant achievements in children pathway, Asian countries

<p>India: In June 2018, 20 boys of old-Khajuraho child club speak to the Superintendent of Police directly and gave a deadline of 5 days to control the alcohol and weed consumption by the tourists publicly. In February 2018, girls of Sneha shelter home in Kolkata identify certain hand gestures from traditional Indian dancing (Mudra's) to talk about trafficking. The gestures are then used in a poster to raise awareness about trafficking.</p>	<p>Philippines: June 2017 in Bohol, 2 CSEC survivors refuse to accept payment from CSEC offender (Danish national) despite of the decision and pressure from their parents. In September 2017, student leaders of Mandaua City Comprehensive National High School start to question the role of government in combating CSEC and seek dialogue with government.</p>
<p>Indonesia: Child survivor and vulnerable of CSEC in Batam, Surabaya and Jakarta, report the perpetrator to the police.</p>	<p>Philippines: April-May 2018, 9 girls identify and report a foreign philanthropist as possible perpetrator of child abuse in Cebu City.</p>
<p>India: On 25/26 July, 2 girls and 16 boys in Khajuraho identify meaning of democracy from a child protection perspective. 2 girls and 6 boys present their input to members of parliament, to form part of the manifesto of the political parties. Elections will take place in September 2018. In April 2018, children of the Children's Club in Bodh Gaya start their own savings and loan - programme, to support children of the village.</p>	<p>Thailand: In Hat Yai, 1 victim from Malaysia who received empowerment support provided information on and help for other victims.</p>
<p>Indonesia: Child survivor & vulnerable in Kediri & Jakarta, and Children Groups in Lombok convince children victims of abuse (including CSEC) to get out from CSEC environment and access the services. Children survivors and Children Groups in Batam, Jakarta, Surabaya and Lombok are active in regular discussions and campaigns against CSEC using media and theatre.</p>	<p>Thailand: Following training, 17 children of 3 groups of peer supporters in CR organise 10 peer support activities to raise awareness of CSEC.</p>
<p>Indonesia: Children victims and vulnerable of CSEC identify the pattern, practices, and recruitment of children for CSEC in Jakarta.</p>	<p>Thailand: In January 2018, 6 victims from Bangkok-based massage parlor Victoria Secret start to collaborate with authorities due to empowerment activities and decide to testify against offenders during legal proceedings. Following empowerment sessions in May 2018, 30 trafficking victims from Narasawat shelter, 4 repatriate back to countries of origin and all of them decide to integrate into education system or work in their communities.</p>
<p>India: Increased number of children access the crisis centres in the Red Light area. From Feb-July 2018, 3 young girls of Shonagachi Red Light Area in West-Bengal, who were detained in the red light area and forced to prostitute themselves, seek help to get out of their situation with Sanlaap.</p>	

Figure 7. Most significant achievements in children pathway, LATAM countries

Children Latin America

OUTCOMES 2020

Child victims and children at risk are empowered and act as agents of change and are able to protect themselves from (re)victimisation of CSEC

INTERMEDIATE OUTCOMES

Children participate as agents of change in decision-making within the family, community and (local) government regarding their rights, in particular their right to protection against CSEC

Children take action on CSEC and vulnerability, flag and report cases of CSEC

Children engage their peers in becoming advocates and conduct child-led campaigns for child rights and child protection against sexual exploitation and abuse

Children (in particular child victims) access specialised services that protect them, help them rehabilitate, reintegrate and reduce their vulnerability to CSEC

- Bolivia:**
By June 2018, 17 girls and 12 boys from the border town of Desaguadero are part of the municipal committee for children and present to the Municipal Council a proposal for a plan against CSEC and human trafficking.
- Nicaragua:**
By July 2018, 30 children and adolescents of the network of coordinators against CSEC from 5 communities in the municipality of San Rafael del Sur, meet once a month to follow up on their dissemination actions against CSEC.
- Colombia:**
By June 2018, 7 adolescent leaders coordinate prevention actions with the Futuro Colombia program of the Attorney General's Office, for the prevention of CSEC.
- Brazil:**
In May 2018, 30 adolescent leaders present a petition at the second Brazilian Congress against sexual violence of children and adolescents.
- Nicaragua:**
By July 2018, 200 children and adolescents who form the community network against CSEC develop their plans and strategies to defend themselves against CSEC.
- Colombia:**
By 2018, 16 adolescents from the EICYAC Consultative Youth Group of ECPAT (End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes), are organized and participate in the design of the EICYAC's plan at national level for prevention against CSEC.
- Dominican Republic:**
Adolescents implement during their training trajectories actions like approaching fathers and mothers and Wusqueya community members, to sensitize them by using specific awareness raising materials that allow them to communicate their feelings as a result of being mistreated.
- Bolivia:**
By June 2018, 30 girls CSEC victims of the department of La Paz develop economic ventures as an alternative to social reintegration.
By June 2018, 170 children and adolescents who have been victims, build their life projects, getting reinserted in the regular education system, which allows them to exercise their right to education.

4.1.2. COMMUNITIES PATHWAY

Figure 8. Progress in communities, per IO

Communities



In a similar way, signs of progress as a result of working on behavioural changes of communities are encouraging. Here, there are also many achievements in terms of community leaders initiating discussions on changes of values to keep children safe (IO1) and putting in place protection mechanisms and referral systems (IO2). There is a positive trend in communities reporting cases to relevant authorities, and even signs of progress on the public condemnation of values, norms and practices linked to CSEC.

Figure 8 also shows that the trend of progress is stable in IO1 and IO2, slightly decreasing on reporting cases in 2018 and is increasing in IO4, public statements against CSEC. Here again, reporting cases is a special result compared with behaviour in the community itself, given that the readiness of the legal system is required for it to take place.

The programme works towards changes in this pathway with a combination of **awareness-raising activities** to learn more about CSEC and how to protect child victims/vulnerable children and about cultural norms and practices related to CSEC with the **provision of support** to families of child victims to enable them to protect their children, reduce vulnerability and help them to rehabilitate and/or reintegrate. Figure 9 illustrates the reach of communities with these strategies as well as showing the coverage of progress in quantitative terms for IO 2: **referral systems established**, meaning community-based child protection mechanism with responsibilities to identify and report child-related issues to relevant stakeholders such as NGOs, governmental agencies and others.

Furthermore, the most significant achievements presented in Figure 10 and Figure 11 provide examples illustrating the changes at different levels of the pathway.

Figure 9. Key quantitative data for communities pathway

Communities



389

Effective referral systems established



1,767

Families receiving support services



408

Child protection committees supported



206,608

Community members in awareness raising activities

Communities Asia

OUTCOMES 2020

Targeted communities are safer, offer better protection to child victims and can prevent children from becoming (re)victimised

INTERMEDIATE OUTCOMES

Community, religious and traditional leaders in selected countries publicly condemn values, norms and practices that contribute to CSEC

Communities report cases of CSEC to the relevant authorities

Community-based child protection mechanisms and referral systems for victims of CSEC are in place and are effective

Community leaders initiate discussions within their communities on change of values, norms and practices that keep children safe from CSEC

Figure 10. Most significant achievements in communities pathway, Asian countries

India:
The Survivors group at North 24 Parganas called Utthan, request recognition as a Self Help group to the Government of West Bengal in January 2018.
Community members in Khajuraho and Bodh Gaya are speaking openly about CSEC and recognize it is a problem at large, since February 2018.
Community members at 7 districts are taking the responsibility for child protection and re-enrollment to schools by convincing parents.

Indonesia:
After receiving training on CSEC prevention, members of the (CBCPM) community, report child abuse cases (incl. CSEC) in Lombok, Batam and Jakarta.
Community members in Surabaya, Lombok and Batam have reported 30 cases, facilitated the reintegration of the children to their family and school, and provided access to services.

Philippines:
In May 2018, communities vote and elect 3 CSEC survivors from Mandau City and 24 CRAs from Argao, Balamban, City of Naga, Compostela, and Lapulapu City.

Philippines:
In January and May 2018, as part of the community surveillance, 8 community members report 3 suspected cases of an alleged CSEC to DIZ partners in Cebu and Lapu.

Thailand:
Teachers of CRPAO school in Chiang Rai agreed to support a "creative computer club" in school to address OSCE.

Thailand:
Following training on Trafficking In Persons, 3 volunteers pro-actively share information on Trafficking In Persons on social media and contribute to raising awareness on the issue amongst vulnerable communities.
Following the case of forced marriage of 11 yrs old girl in Southern Thailand, 20 volunteers organize workshop about this issue with community members

India:
Community members join survivors/reintegrated victims of CSEC in North 24 Parganas in a protest against trafficking, abuse and CSEC to the residences of the perpetrators house on 9 July 2018. This because the police had not taken action after reporting the case. This protest was organized by the Survivors group at North 24 Parganas called Utthan.

Philippines:
In March 2017, an American missionary donated resources and set up an online fundraising in Bohol to support legal services of 3 child victims to prosecute a foreign child sex offender.

Communities Latin America

OUTCOMES 2020

Targeted communities are safer, offer better protection to child victims and can prevent children from becoming (re)victimised

INTERMEDIATE OUTCOMES

Community, religious and traditional leaders in selected countries publicly condemn values, norms and practices that contribute to CSEC

Communities report cases of CSEC to the relevant authorities

Community-based child protection mechanisms and referral systems for victims of CSEC are in place and are effective

Community leaders initiate discussions within their communities on change of values, norms and practices that keep children safe from CSEC

Brazil:
Continuous training processes for 182 technicians that form the System for the Guarantee of Rights of Children and Adolescents in the Municipalities of El Salvador de Bahía and Camacari.

Bolivia
By June 2018, the association of relatives of missing persons become members of the Departmental Council against Human Trafficking of the Departmental Government of Santa Cruz.

Colombia:
In the first semester of 2018, 8 male leaders and 3 female leaders of the community of La Candelaria, identified risks and actions to prevent CSEC.

Bolivia:
By June 2018, in the city of El Alto, the Local Community Council representing 33 merchant organizations agree with municipal authorities to monitor and control social policies against CSEC.

Nicaragua
By 2018, the community protection committee of San Rafael del Sur approves and implements a referral system for CSEC victims.

Colombia:
By July 2018, the University of La Guajira in Rioacha, proposes an alliance with the Renacer Foundation to develop a diploma aimed at public servants, with the aim of strengthening their competences for the integral CSEC approach.

Dominican Republic:
Members of the community child protection mechanisms demand strengthening of the protection system, in the management of the service route of CSEC cases in Banahona in 2018.

Peru:
In 2018, 47 school leaders who form the protection committee in the Loreto region, carry out awareness raising activities for community members. Also they developed a roadmap to detect and report CSEC cases.

Nicaragua
By 2018 the protection committee carries out CSEC protection activities in schools and a lime mine in San Rafael del Sur.

Peru:
In May 2018 a school teacher in the city of Lima reports a case of CSEC to CHS Alternativo.

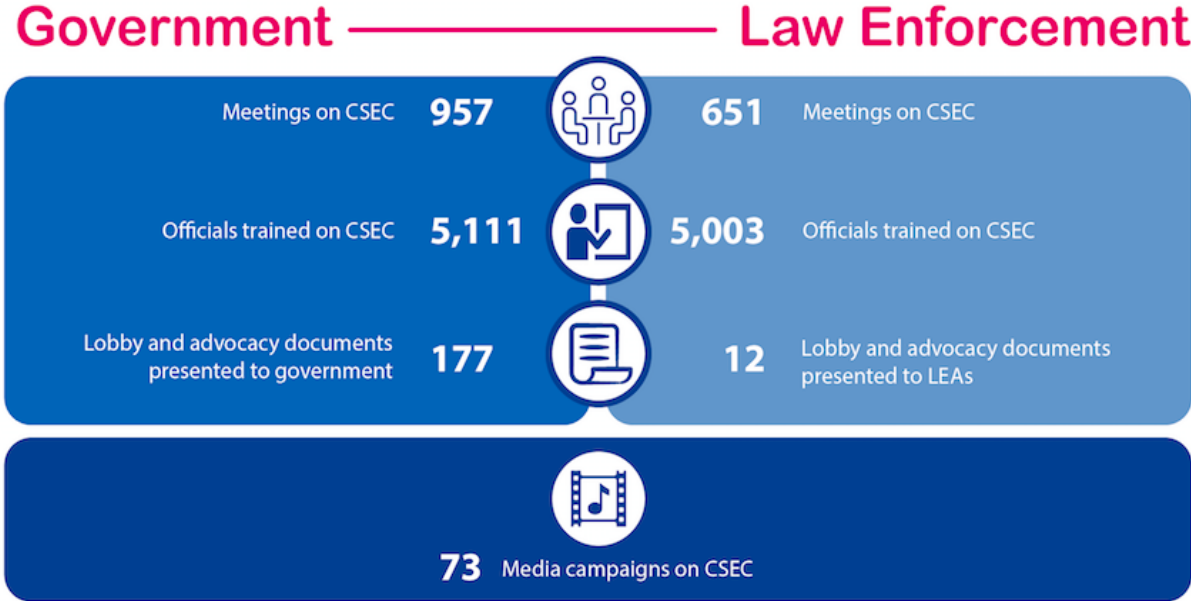
Figure 11. Most significant achievements in communities pathway in LATAM countries

4.1.3. GOVERNMENT AND LAW ENFORCEMENT AGENCIES (LEAs) PATHWAY

It should be mentioned from the outset that results in the government pathway are a mix of changes in public policies and implementation addressing CSEC, targeted by lobbying and advocacy strategies as well as behavioural

changes of LEAs to process, investigate and prosecute CSEC cases. Therefore, progress in this outcome is analysed by looking at trends of two pathways, namely concerning government and LEAs.

Figure 12. Key quantitative data for government and LEAs pathway



A comparison reveals that whereas the training and meetings are held with both groups in a more-or-less equal manner, lobbying government is more common than lobbying LEAs. For complementary but different behavioural changes, these groups receive **training** on child rights, child-friendly justice, child-friendly procedures and child protection. Figure 12 illustrated aggregate results at the output level for this pathway.

These outputs contribute to a gradual progress in governments’ behavioural changes whereby the first years of the programme saw achievements in terms of both having more dialogue with (IO1) and development of action plans by government officials (IO2). Fewer signs of progress in the development of action plans for combatting CSEC in the first half of 2018 are understandable given that governments that have made plans are unlikely to re-make them every year. The progress should be sought in budget allocation (IO3) and the implementation of these plans (IO4). Here, indeed we see an increase in signs, confirming the finding that moving from the development to

implementation of an action plan lasts longer than one year. A positive development is a rapid increase in signs of progress in IO4, reflecting increasing work on the implementation of developed plans (see Figure 13).

By contrast, progress in the behavioural change of LEAs is less impressive (see Figure 14). The first year of the programme saw results in terms of LEAs using child-friendly protocols (IO1) and investigating cases of CSEC (IO3). However, they did not seem to move into the next phase of prosecution, the area most infested with corruption (see a line of argument explaining corruption as a constant contextual factor). Upon first sight, it seems that following protocols (IO1) also diminished, although we assume that this is related to reporting only new behaviour while the LEAs that have introduced/improved child-friendly protocols are still using them. This assumption could hold true for LEAs where rotation in leadership and staff did not take place. Facilitation of reporting (IO2) is rather low in comparison with other IOs, which explains the lower results in reporting cases (children and communities pathways).

Figure 13. Progress in government pathway, per IO

Government



Figure 14. Progress in LEA pathway, per IO

LEAs



Upon first sight, signs for IO3 in the LEA pathway illustrate investigations of CSEC cases declining in the first six months of 2018. This is worrying despite the caveat that the end-of-year (2018) data could show a slightly different picture. The reason is that seeing progress in following up reports with proper investigation and prosecution is essential for the reporting of CSEC to continue. Indeed, in addition to the known difficulty of reporting CSEC cases, it seems particularly discouraging to have cases dragging on for a long time, with only very few of them being successfully prosecuted. If the trend of IO4 continues being flat, reporting of cases might also decrease.

Programme partners have less influence over investigation and prosecution, as well as information on progress being shared by LEAs. The absence of the most significant achievements illustrating investigations by LEAs and allocating budget to action plans by government in Figure 15 supports this explanation.

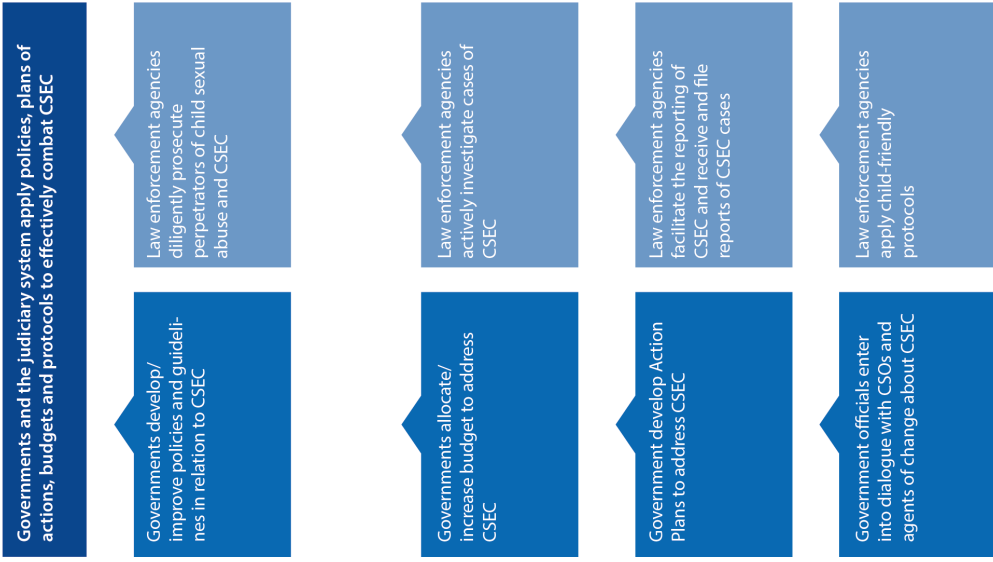
Therefore, the line of work on the capacity of LEAs and the prioritisation of combatting CSEC within these organisations is strengthened by lobbying at the political level as well as among policy-makers.

Finally, it is important to take into consideration that the time lag is longer here than in other pathways. Seeing effects in terms of law

enforcement system changes after devoting efforts to developing LEAs' capacities and addressing corruption takes time. Fewer signs of progress in prosecuting cases is more illustrative of the time needed for the cases to be prepared for presentation in court. Therefore, what we see is not necessary (and definitely not always) directly linked to the number of cases reported in a year.

Government & Law Enforcement Asia

OUTCOMES 2020



INTERMEDIATE OUTCOMES

India:
The West Bengal Commission for the Protection of Child Rights celebrates 9th June - the Child Protection Day - on understanding the concept of rehabilitation. It is first time for the experiences and suggestions of CSOs involved in rescue, rehabilitation and reintegration to be taken into account.

Philippines:
In July 2017, Interagency Council Against Trafficking (ICAT) revisits existing mechanism, analyzes gaps and implements a simplified coordination process for swift response to reported cases.

Indonesia:
In March 2018, the local police, prosecutor, and judge in Batam work together in a CSEC case and give the perpetrator a verdict of 13 years in prison. The case was reported by a community member in Dec 2017, and the child survivor has been receiving assistance from local CSO and the Women & Child Protection government unit (P2TP2A).

Thailand:
In May 2018, 9 victims (3-11 yrs old), with assistance, ask assistance of Surin Shelter for Child & Family of Department of Children and Youth Affairs. Perpetrator Sentenced 50 yrs of imprisonment and Youth Affairs. In May 2018, DCY set a sub-committee to draft a law on children online protection act.

Thailand:
Due to increased consideration from Department of Children and Youth (DCY) of implications of OSEC, passing a training course on issue of OSEC is conditional to extending a license to work in gov. shelters (under Child Protection Act). From April 2018, 80 officers attended the course. Mid August 2018 DCY approved budget to produce a guidebook on OSEC for these officials.

India:
In June 2018, District Judge of Chhattarpur approves the demand from children in Khajuraho to conduct sessions on child protection at the Civil Literacy Camps (a sort of public hearing, a big monthly gathering in a village/community which is government led, in which everyone can take part. Issues such as health, safety and security are discussed there. Children's demand was raised during one of these sessions).

Philippines:
In October 2016, National Bureau of Investigation (NBI) rescues 28 minors and 10 adults from alleged human trafficking in BA-Rangay Bool, Tagbilaran city, Bohol.

Indonesia:
After the training on SECTT prevention conducted in 2016, the Ministry of Tourism asked the Down to Zero partners to be the resource person for SECTT issue in their national tourism awareness raising event in Banten, Bali and Bangka Belitung Province. The Ministry of Women Empowerment & Child Protection collaborates with Google Indonesia and ECPAT Indonesia in conducting OCSE prevention training. It scaled up from 4 areas to 64 cities/districts using the government budget.

Indonesia:
The DKI Jakarta provincial government accepts the best practices document on CSEC prevention as collaboration effort between local community and government unit (RPTRA) to be adopted to other RPTRAS in Jakarta, and includes it in the Child-friendly City report of Jakarta.

India:
The Border Security Force (BSF) initiates a multistakeholder platform along with UN Women and Saniiaap. In March 2018, they jointly facilitate a BSF training for battalions on gender and trafficking across Jalpaiguri, Siliguri and Kishnaganj.

Figure 16. Most significant achievements in government and LEAs pathway, LATAM countries

Government & Law Enforcement Latin America

OUTCOMES 2020

Governments and the judiciary system apply policies, plans of actions, budgets and protocols to effectively combat CSEC

INTERMEDIATE OUTCOMES

Governments develop/improve policies and guidelines in relation to CSEC

Law enforcement agencies diligently prosecute perpetrators of child sexual abuse and CSEC

Governments allocate/increase budget to address CSEC

Law enforcement agencies actively investigate cases of CSEC

Government develop Action Plans to address CSEC

Law enforcement agencies facilitate the reporting of CSEC and receive and file reports of CSEC cases

Government officials enter into dialogue with CSOs and agents of change about CSEC

Law enforcement agencies apply child-friendly protocols

Bolivia:
By June 2018 the Departmental Government of Santa Cruz, adopts the community care model of the Munasim Foundation, implementing an inter-institutional information center aim

Bolivia:
By June 2018 the border municipality of the Desaguadero manages binational meetings with the municipality of Desaguadero in Peru in order to carry out operations in hostels, accommodation and bars in the region for the prevention and detection of CSEC.

Dominican Republic:
CONANI Office (Regional Office San Pedro de Macoris) requested the ONG Caminantes (DTZ) to organise the Intersectorial Meeting between gov't and civil society.

Colombia:
By June 2018, 30 representatives of the Colombian Ministry of Migration, Ministry of the Interior, National Prosecutor's Office and the Ministry of Foreign Affairs identify bottlenecks in the case report and institutional response to CSEC at the El Dorado airport in the city of Bogotá.

Colombia:
Between June and July 2018 the mayor of the town of La Candelaria proposed to incorporate the results of the Diagnosis as an input to formulate a local prevention plan against CSEC in the city of Bogotá.

Nicaragua:
By July 2018, the Supreme Court of Justice of Nicaragua officially recognizes the Committee for Community Protection and grants it credentials through a collaboration agreement

Peru:
In July and August of 2018, the Regional Directorate of Tourism of Puno and the Ministry of Foreign Affairs and Tourism participate in actions to raise awareness to lodging establishments as a priority in their agendas.

Peru:
In June 2018, the Supranational Office of the Organized Crime and the Prosecutor's Office specialized in human trafficking in Lima recognize their weaknesses and request technical assistance in procedural matters from CHS Alternativo.

Brazil:
A country report and monitoring completed and presented in May 2018 in Brazil to authorities of the CONANDA (National Council on the Rights of Children and Adolescents) and to the Inter-sectoral Commission of the Civil Society and to the private sector, present in the Brazilian Congress Against Sexual Violence Against Children, Adolescents.

4.1.4. PRIVATE SECTOR PATHWAY

Figure 17. Key quantitative information on private sector pathway

Private Sector



Working with the private sector while addressing CSEC is relatively new for most of the alliance members, apart from ECPAT. Therefore, results in this pathway more clearly show contributions of the programme to behavioural changes of these key actors. The programme employs different strategies here: training and sensitisation of companies (i.e. formal or informal profit organisations, branch associations or market leaders, ISPs) in tourism and transportation sectors is combined with lobbying to develop an ethical policy or code of conduct related to CSE and market assessments to identify the most potential job opportunities for children (Figure 17).

The sensitisation from ECPAT International is also directed at the programme partners. The studies on the sexual exploitation of children in travel and tourism (SECTT) are used in countries in different ways: in Peru, it helps to advocate for combatting SECTT and support an integral intervention approach, in Bolivia to establish a baseline of dialogue with the government, and in Colombia to strengthen the position of programme partners to lobby for the adoption of codes of conduct by private companies. As part of the international work of this programme, ECPAT International raises awareness on the SECTT and promotes industry standards launched in 1998, namely the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism (the Code). One of the recent activities – the Global Summit on SECTT held in Bogota in June 2018 – reportedly contributed to governments committing to developing and applying policies, plans of actions, budgets and protocols to effectively combat CSEC, as well as prompting the private sector to become actively engaged in the protection of children against CSEC.

Progress in the private sector pathway (see Figure 18) is focused on companies entering into a dialogue (IO1). Few examples exist of private sector representatives developing a code of conduct (IO2).

Figure 18. Progress in private sector pathway, per IO

Private Sector



Little progress is seen in the economic empowerment of youth by providing them opportunities for education or jobs (IO3), while the implementation of codes of conducts when developed steadily continues (IO4). When comparing the reach of the sector with programme strategies, the promotion of the Code stands out as having a better connection with institutional changes in companies (IO2 and IO4) than conducting market studies has with IO3. Nonetheless, considering that effort towards the private sector has a short history, the achievements are impressive (see examples in Figure 19 and Figure 20) especially at the IO4 level. There are more examples related to a code of conduct than economic empowerment, which poses the question of whether the ladder of

change in private sector pathway works. Indeed, one could argue that providing education or jobs is a more challenging behaviour for companies to exhibit than safeguarding children's rights.

Finally, it is informative to look at the distribution of the most significant achievements in 2016-2018 across the travel and tourism chain. Figure 21 illustrates that the work is concentrated on the accommodation part of the chain. Engagement with transport has started, with some successful practices of influencing informal transport service providers, notably in India.

Figure 19. Most significant achievements in private sector pathway, Asian countries



Private Sector Latin America

OUTCOMES 2020

Market leaders or branch associations of at least three private sector industries are actively engaged in the protection of children against CSEC

Private sector effectively implements and monitors within their sector relevant codes of conduct or MoUs for child rights safeguarding, including the protection against and reporting of CSEC

Private sector provides opportunities for education and/or alternative livelihoods to children at risk and/or victims of CSEC

Targeted private sector industries develop a code of conduct

Targeted industry sectors enter into dialogue with CSOs and the public regarding prevention of and detecting CSEC

INTERMEDIATE OUTCOMES

Bolivia:
By June 2018, 2 hotels in the municipality of Santa Cruz and 3 transport companies in the city of Cochabamba implement codes of ethics in travel and tourism for the protection of children and adolescents.

Peru:
By July 2018 the Hotel Victoria Regia of the Loreto region identifies and reports to the authorities an alleged CSEC case.
In July 2018, the Europa and Victoria Regia hotels in Loreto design, implement and socialize with their workers the CSEC complaint route and cases.

Brazil:
A company associated with the DIZ Program receives the Neida Costanha award in the category of protagonists of children and adolescents' rights in 2018.

Colombia:
By July 2018, the Avianca airline introduces CSEC prevention a priority issue that allows the identification and reporting of cases, within its training processes to its employees at national level.

Dominican Republic:
The touristic routes of Banahona offer publicity space to promote prevention of CSEC.

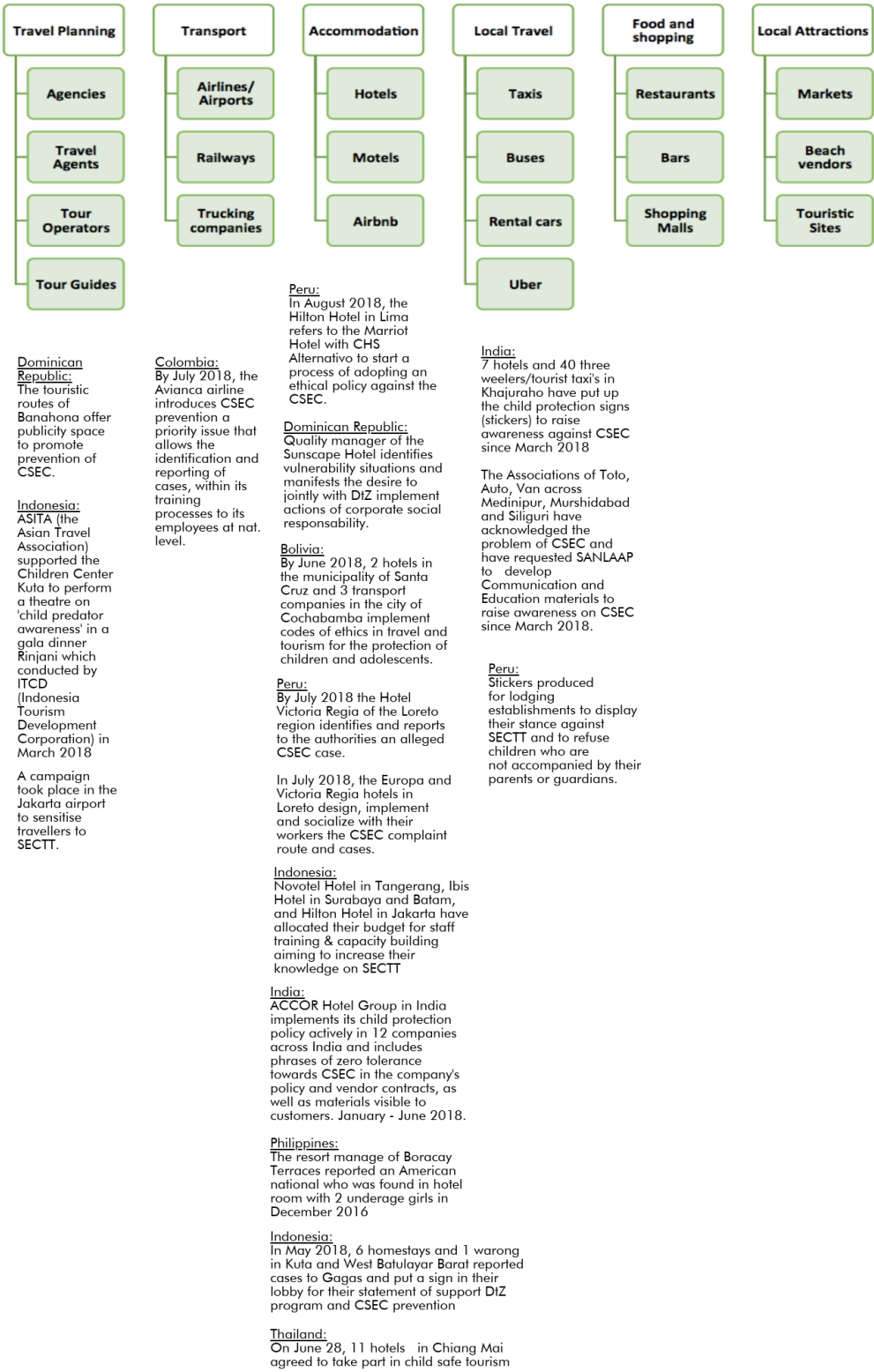
Peru:
In August 2018, the Hilton Hotel in Lima refers to the Marriott Hotel with CHS Alternativo to start a process of adopting an ethical policy against the CSEC.

Nicaragua:
By July 2018 the partners of a fishermen's cooperative and the Masachapa protection committee, identify risks and develop actions to create safer communities against CSEC.

Colombia:
By June 2018, the tourism sector in the town of La Candelaria completed the construction and approved an ethical code and a sustainability policy that includes as a fundamental axis the protection of children and adolescents and the prevention before CSEC.

Figure 20. Most significant achievements in private sector pathway, LATAM countries

Figure 21. Most significant achievements related to travel and tourism chain



4.2. COLLABORATIVE (CROSS-PATHWAY) RESULTS OF THE PROGRAMME

The MTR has substantiated the analysis of progress in single pathways towards the ultimate outcomes with findings on cross-pathway results. Stories collected focus on the changes involving collaboration between several key actors. Overall, 51 stories have been collected, of which 34 are from Asia.

The stories on results achieved in collaboration with different actors are largely positive, with 50% being relatively recent (25% occurring within the last 3 months, and 25% within the past 3-12 months) and around 45% from 1-2 years ago. Only two stories are about changes that are traced back in 2016, one related to changes in government in Indonesia and another to companies providing education and employment to vulnerable youth in the Philippines.

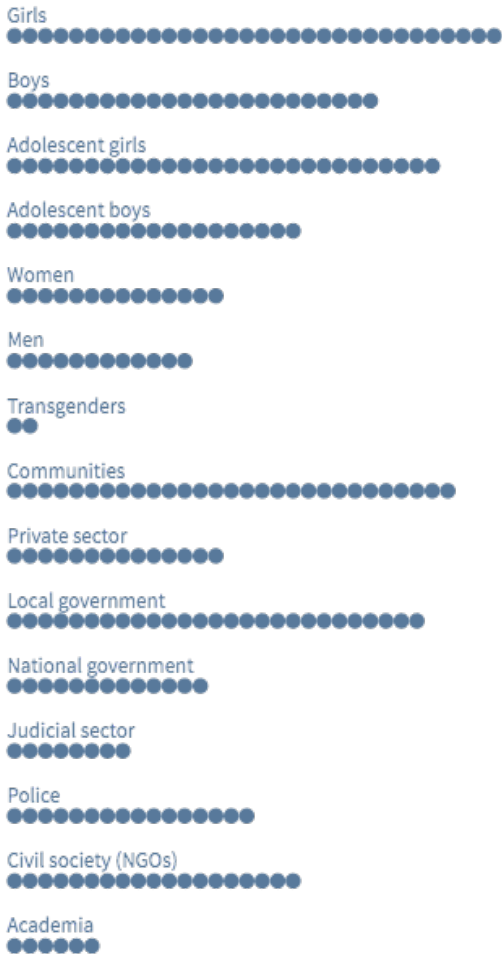


Figure 22. Cross-pathway results, organised by impact on an actor

The cross-pathway change stories show an impact on a wide variety of actors, among whom the majority are (adolescent) girls, while the minority are transgender persons (see Figure 22).

The change stories cover all pathways, with most being about the behaviour of children and government and the fewest about the private sector (see Figure 23).

Figure 23. Cross-pathway results, organised per pathway



Most of the described changes (84%) are at the local level, a few are at the national and the fewest at the regional level (see Figure 24). Change at the national level concern laws, nationwide programming support and support from alliances. Among the examples are the research study on recommendations for the amendment to the law amendment child on online protection (Thailand) and the model of OSEC management for replication by government, which is promoted by collaboration between the private sector and CSOs (Indonesia).

There are also signs of changes at the sub-national level, such as companies working on adopting ethical policies to protect children and adolescents against SECT in coordination with the state, illustrated by the signing of the national code of conduct towards effective actions for the protection of children and adolescents against SECT (Peru). Another example of results at the sub-national level is signing of a partnership agreement between the DtZ programme and the Military Police of the

State of Bahia for training of police officers on human rights and CSEC (Brazil).

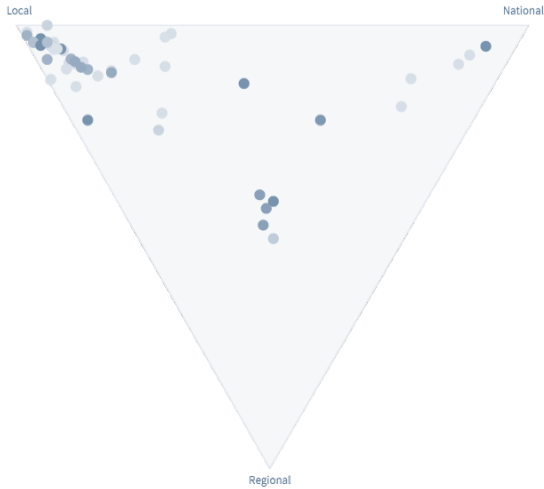


Figure 24. Cross-pathway results, organised by level of change

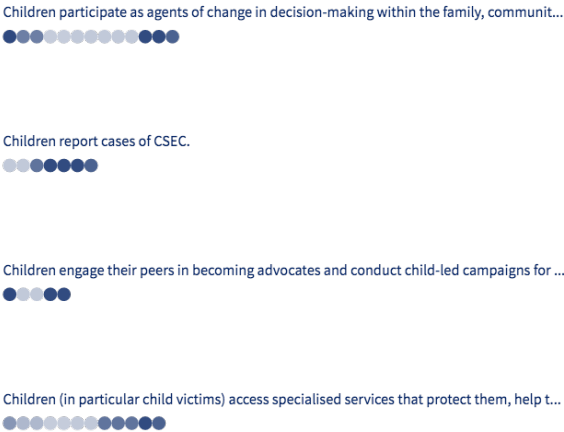
To start with, the analysis of the cross-pathway results confirms the pattern of progress as shown in the actor-based pathways and discussed in the previous sub-chapter (see Figure 25).

Figure 25).

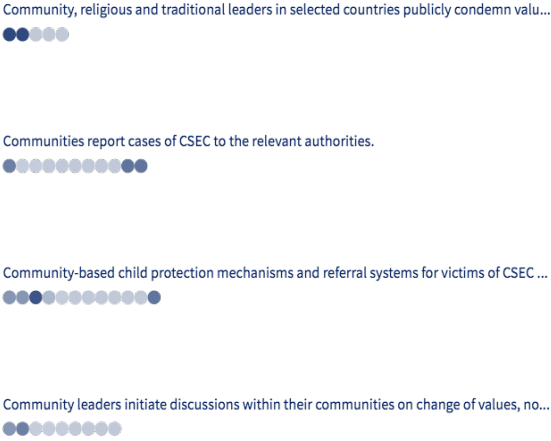
Further scrutiny of changes involving more than two actors reveals that the most common collaboration is between children, communities and government, while only few involve collaborative results involving children, communities and the private sector.

Figure 25. Cross-pathway results, per pathway

Children



Communities




The most frequent cross-pathway results are those with the involvement of only two actors, largely related to children and communities, as well as children and government. It should be noted that in general there are few cross-pathway results without children’s involvement. These are changes involving government and the private sector, as well as government and communities. There is one example that involves all actors.


In addition, the overview of cross-pathway illustrates that achieving some intermediate outcomes like children engaging with their peers (IO2), government making decisions on budget (IO3) and the private sector developing a code of conduct (IO2) are less dependent on progress related to other actors. At the same time, it appears that the lowest- and highest-level outcomes in the pathways of children, government and business depend more strongly on progress made by other stakeholders (e.g. stories reflecting children accessing services (IO1) and participating as agents of change in decision-making (IO4) have relatively strong linkages to outcomes of communities, and government). By contrast, progress on the pathway of communities seems to be linked to progress in other actors’ pathways at all levels.

Government and LEAs

Governments develop/ improve policies and guidelines in relation to CSEC. Law enforce...



Governments allocated or increased budget to address CSEC. Law enforcement agencies ...



Government developed Action Plans to address CSEC. Law enforcement agencies facilitat...




Government officials enter into dialogue with CSOs and agents of change about CSEC. La...




Private Sector


Private sector effectively implements and monitors within their sector relevant codes of c...




Private sector provides opportunities for education and/or alternative livelihoods to child...



Besides the tourism industry, two other sectors developed a code of conduct.



Targeted industry sectors enter into dialogue with CSOs and the public regarding prevent...



4.3. GENDER APPROACH OF DtZ PROGRAMME

The DtZ alliance developed the original proposal based on the assumption that the majority of victims would be female. Despite the fact that the inception report acknowledges that “the sexual exploitation of boys is more hidden, socially invisible and likely to be underestimated, due to the stigma attached”, the programme initially stated that “(...) girls are more likely to become victim of CSEC, which can partly be attributed to the lower social status of women and girls across the regions and the social tolerance that prevails when it comes to violence against girls.”

New evidence in mid-2017 prompted the alliance to revise this assumption for some countries, notably the Philippines. The National Baseline Study on Violence Against Children (NBSVAC) in the Philippines revealed that in some parts of the programme, boy victims outnumbered the girls, and that in general the number of boy victims is larger than anticipated in 2016. It was also acknowledged that further research is necessary, especially in Latin America, where much less was known about the number of boy victims. The annual plan of 2018 states that the numbers might be distorted by a gender bias or social and cultural reasons that make male victims less visible and less vocal than girls.

The notion that CSEC differently affects boys and girls seemed to be common knowledge at the start of the programme. The inception report states that

although the impact of CSEC differs per child based on a complex combination of factors such as the age at which the abuse began and the frequency of the abuse, some specific differences are identified between the consequences of sexual violence for boys and girls. Therefore, it was assumed that to achieve increased effectiveness of the programme, victims would be often be addressed separately within the programme based on gender.

However, the new evidence brought forward in 2017 created doubts in this approach within the alliance. The steering committee decided to ascertain the different approaches across the alliance. At the same time, it was agreed that all partners would adhere to a minimum standard in mainstreaming gender. The minimum standard is applicable from mid-2017 and is described in the annual plan 2018.

Furthermore, the steering committee defined a standard to be reached by the end of the programme, followed up with a plan that is currently under implementation. A starting point was asking implementing partners to assess their own organisations against specific indicators shared during the regional meetings in mid-2018. These assessments reveal three key issues. First, all countries teams plan and report using gender-disaggregated data on children. To many of the organisations involved, this is a standard practice and as such does not indicate a new way of working introduced by the DtZ Alliance.

Second, a gender aspect is an active part of the context and problem analysis. Despite practice, communication with partners and their self-assessment showing that a gender analysis is used through the PME cycle, this valuable information is not available for immediate reference as the PME templates do not request country teams to make the gender analysis explicit. Third, for this reason, it is difficult to determine the extent to which all organisations use gender analysis as a basis for programming, including defining strategies and methodologies.

The obvious solution to include gender analysis in the PME templates is already taken up by the alliance. Plans are made to make gender analysis and the gender-equality approach more visible, to enable individual members as well as the alliance as a whole to learn about the role of gender in CSEC and improve own programming.

An additional effort is undertaken in the framework of the child empowerment working group, which decided to carry out research on the differences of empowerment for boys and girls while maintaining the aim of developing effective empowerment strategies for all children, regardless of sex, gender, age or any other important criteria.

A literature review was undertaken in 2018, which revealed that there are no proven strategies that work particularly well for boys or girls, nor are strategies specifically effective for certain age groups. Moreover, no information could be found on how different aspects of children identity – such as age and gender – influence the process of child empowerment in the context of CSEC. Whether the child is male, or female is not the sole determinant for what could be an effective empowerment strategy. A conclusion was drawn that facilitating empowerment can only be effective if all identity aspects of each individual child (i.e. age, gender, ethnicity, faith and otherwise) are taken into consideration.

Finally, a learning and training needs assessment of practitioners was carried out in the Philippines, as a response to their request for training to address the specific needs of boys and LGBTQI minors. The report detailing this needs assessment concludes that a series of measures should take place to effectively address the needs of practitioners

working with male victims and survivors of sexual exploitation and abuse. These measures include:

- (i) (co-) development and provision of ‘essential learning workshops’ for all practitioners;
- (ii) (co-) development and provision of ‘in-depth learning curricula’ for practitioners working with boys and sexual exploitation/abuse;
- (iii) research to surface data for a deeper understanding of socio-cultural norms and values relating to LGBTQI communities and sexual exploitation, followed by developing focused learning curricula;
- (iv) establishment of a multidisciplinary ‘community of practice’ to provide opportunities for mutual support and collaboration, sharing of learnings and develop expertise; and
- (v) development and application of a multimedia advocacy toolkit closely linked with the development of the curricula identified, to influence perceptions that are fuelling and/or legitimising abuse and negatively influencing social responses across society and ultimately undermining the empowerment of victims.

A follow-up to the recommendations is planned in 2018 and 2019 as part of the learning agenda of the child empowerment group.

RECOMMENDATIONS FOR INCREASED EFFECTIVENESS OF THE PROGRAMME

Recommendation 4.3.1: Make the following adjustments to the formulation of the IOs in the programme ToC: (i) to expand beyond filling forms to report a case to police, change description of IO3 in the children pathway to “Children take action on CSEC and vulnerability, flag and report cases of CSEC”; (ii) to analyse the progress with links between reporting cases and prosecution, separate the pathway on LEAs from that on government; (iii) for clearer understanding, reformulate IO2 in the private sector pathway as “targeted private sector industries develop a code of conduct” (see all suggested changes in Figure 26).

Recommendation 4.3.2: Clarify strategies of sustainable reintegration of CSEC victims/survivors after 18. Complement market studies with other strategies for increased chances of gaining education and/or employment for youth from the private sector.

Recommendation 4.3.3: Facilitate exchange of experiences and reflection on strengthening cross-pathway linkages related to the criminalisation of CSEC, i.e. inter-dependency of IO3 in both the

children and communities pathway and the new LEAs pathway.

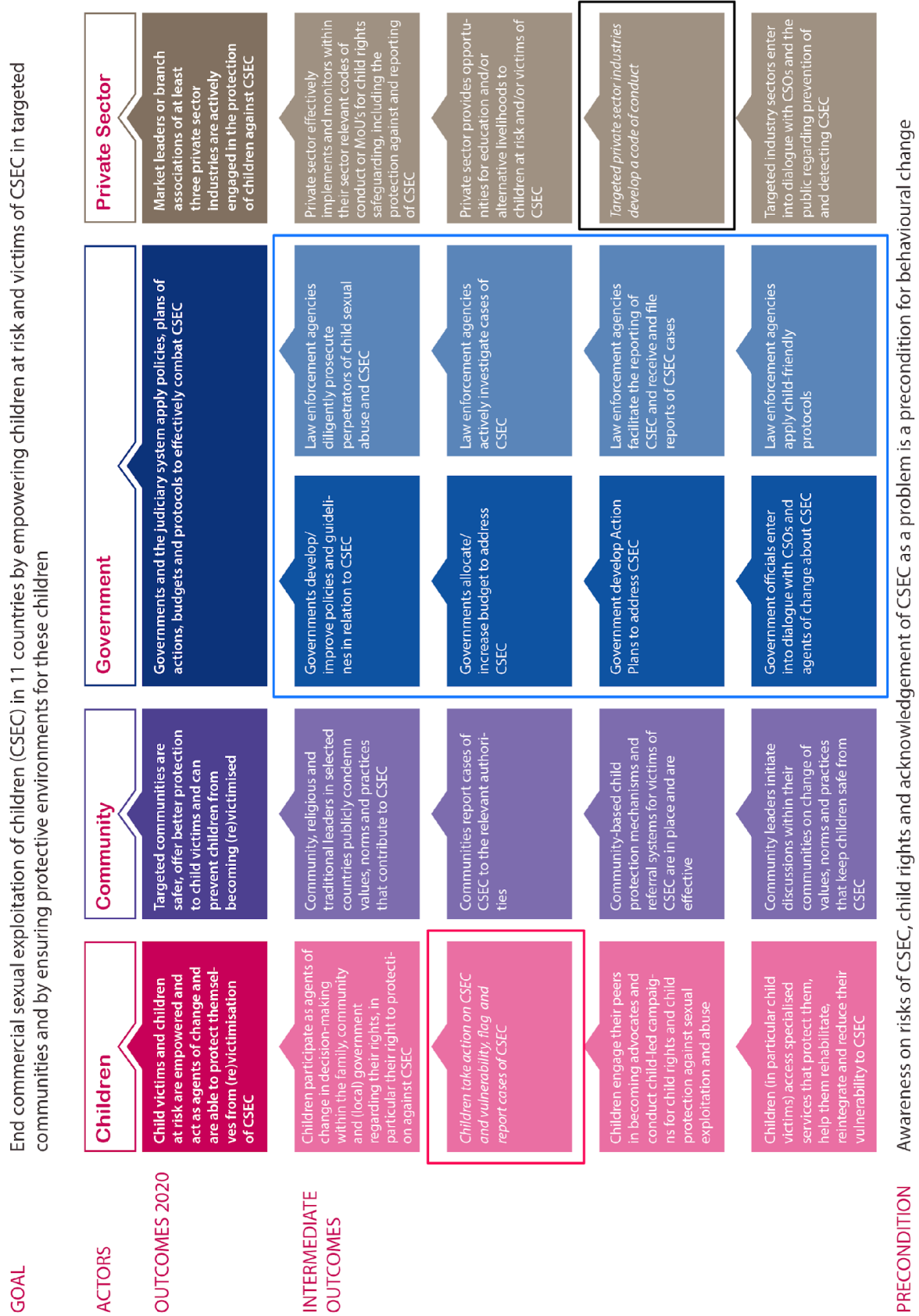
Recommendation 4.3.4: Use learning on the private sector to think through the position of IO3 and IO4, including re-assessing assumptions between developing a code of conduct and providing livelihood opportunities for young people.

Recommendation 4.3.5: Continue implementing gender-equality approach across the alliance. Be more deliberate in developing strategies for the sustainability of results achieved in the communities pathway. Collect and share programme cases showing positive marginal changes in norms and values as well as their impact on vulnerable children/children at risk or victims/survivors of CSE.

Recommendation 4.3.6: Work more on involving the private sector and combine this with the engagement of children. Encourage and celebrate cross-pathway results. Collect and analyse them for better insights.

Recommendation 4.3.7: More deliberately link the international work of ECPAT with country programmes by linking strategies to results in country ToCs.

Figure 26. Updated programme ToC



4.4. QUALITY OF MONITORING DATA AND PME SYSTEM

The MTR provides an analysis of the usefulness of monitoring data by combining an examination of PME tools for the programme steering and accountability with their appreciation by the steering committee and country teams.

MONITORING TOOLS AND EVENTS: CAPACITY ASSESSMENT (CA), QUARTERLY MONITORING (QM) AND OUTCOME HARVESTING MEETINGS (OHMs)

CA is conducted through the participatory capacity assessment tool (PCAT) to assess, develop, monitor and adjust capacity development plans according to partners' needs. It is largely considered adequate and appreciated for allowing self-evaluation of the internal capacity-related processes. On a positive note, after the initial period of familiarisation with the tool, partners started using CA for management rather than reporting. An illustration of this is the India country team feeling that the assessment, reporting and planning of capacity development could be undertaken on a bi-annual basis.

By contrast, most country teams argue for maintaining the annual CA frequency. It is argued, that since the resources for capacity development are scarce (5% of total funds), time spent on its planning/reporting should remain close to the existing tools and practices. This argument gains prominence in light of the fact that CA information is only marginally used in the steering of the DtZ programme, which is explained by the finding that the steering committee sees the CA tool alone as insufficient to gain insights into the capacities of partners. This explains the steering committee's suggestion that a self-assessment of capacities at the end of the programme period would suffice.

QM comprises updates on agreed key indicators, which are linked to mandatory IATI publication. It is appreciated for being an agile and easy tool for monitoring, used for internal monitoring by DtZ alliance partners, keeping away "nasty surprises" as well as providing a good basis for regular discussion with implementing partners on the progress of the DtZ programme.

Nevertheless, quarterly reporting is considered to be heavy, especially in the absence of feedback from the MoFA and uncertainty on how IATI quarterly data is analysed by the Ministry. It is felt that having the MoFA's feedback on reporting on an annual basis would help to improve its content and quality. It also seems unclear how both QM and CA could be used for purposes other than accountability, such as learning from experience.

OHMs are annual events that bring country teams together to discuss, appreciate and reflect on signs of progress related to country ToCs. OHMs are put in place to augment learning from implementation with exchange on the new developments in the SRHR field, learning from each other and tracing progress on programme-related learning. These meetings are highly appreciated as they help demonstrate the scope and narratives of programme actions, allow for joint analysis of context and programme actions in relation to ToCs and provide information to steer the design of next year's programme. In addition, OHMs strongly foster joint learning and the sense of being a team, as highlighted e.g. by the India country team. Partners in India consider OHMs as not only a monitoring moment but also an opportunity to meet and focus on progress at the outcome level while learning from each other. The results of OHMs are valued and taken as the complementing part to QM reports since they provide qualitative information on the programme.

It is considered feasible and highly desirable to continue having annual OH meetings while work continues on improving their effectiveness and efficiency; for instance, by asking partners to come prepared as – among others – the Dominican Republic country team does. Discussions on improving the effectiveness of OHMs evolve around the subjectivity of outcome harvesting as a basis for the assessment and reporting of progress. There are suggestions to validate signs with external assistance (if budget allows) or allow each implementing partner to "submit" their signs of progress for the country lead and alliance members to analyse. Some suggestions are made to lighten the burden of reporting and solve challenges of a multilingual programme like DtZ by introducing digital

platforms/tools to collect data such as Sprockler, Google Docs, SurveyMonkey, Kobotool and others. Programme partners also advocate for a simpler way of presenting information, e.g. with infographics, short videos and games.

REPORTING TOOLS: ANNUAL REPORT (AR)

The format of the narrative part of an AR is adequate to foster reflection on the experiences in the reporting year. However, it is also felt that the template requires more detail to provide a better understanding of the programme progress. Among the missed information is an in-depth analysis of (described in the plan) strategy, context, stakeholders and assumptions as well as a more elaborate reflection on the partnership and an analysis of the learning agenda. To boost learning from experiences described in the ARs, the ICCO team suggests arranging access to each other's reports. The Dominican Republic team advises adding to ARs a section on best practices as a recommendation to other countries or regions.

It should be stressed that ARs are written based on results of the OHM (which takes place in August of each year) and additional information gathered by country leads at the end of the year. It seems that instead of collecting information by mail, having another workshop with partners at the end of the year is desired so that the annual results can be discussed in more depth as input for the AR. A need for feedback on the ARs is also mentioned, as it has not been received in 2017.

TOOLS FOR ADJUSTING THE PROGRAMME: ANNUAL PLAN (AP) AND RESULTS FRAMEWORK (RF)

The AP has an elaborated format, covering outcomes, outputs, strategies, budget and an explanation of how plans are related to changes in context and ToCs. The AP provides a good link to reporting and is updated annually, conveniently timed close to the partners gathering for the main programmatic PME events: country OH and regional meetings. A complementing tool – the RF – provides a short and concise overview of the programme in quantitative terms. It is reportedly used to annually review and update programmatic actions, and in itself it seems limited to understand and update the programme as a

whole. Although designed for use in combination with AP, to complement with the context-related as well as qualitative information on outcomes with the quantitative information of the RF, in practice these two tools are not seen in this way and they are scrutinised for only presenting one-sided information. Nevertheless, the AP and RF seem to serve the steering purpose well as they carry necessary management information from countries to the steering committee, although some information such as country programme context analysis does not always make it to the agenda of the regional meetings.

In terms of serving accountability purposes, all country teams agree that the AP contains adequate information for accountability to MoFA, while only some country teams (Brazil, the Dominican Republic, and India) consider the RF a satisfactory tool for this purpose. Teams from Nicaragua, Colombia, Bolivia, Peru, Indonesia and Thailand miss a deeper analysis of how delivering outputs contributes to the achievement of outcomes, an explanation of the role that the context plays and qualitative information on results.

It can be said that in general the current PME system is in need of more connections between quantitative and qualitative information collected by different tools. Creating more linkages between reflecting on the experiences and planning as well as making these links more explicit is also needed.

The quantitative and qualitative data and information collected by existing PME tools makes a good basis for final evaluation. Overall, information on outcomes (i.e. signs collected during OHM) is sufficient in terms of quality, as it is largely in line with describing outcomes as behavioural changes. With a few adjustments, all signs can be brought to the same level of readiness to be utilised by the end-term evaluation, although these adjustments are needed.

Another area in which programme PME efforts are required in preparation for the end-term evaluation is the contribution analysis of strategies to progress (or a lack thereof).

4.5. RECOMMENDATIONS FOR MONITORING DATA AND PME SYSTEM

Based on an analysis of the usefulness of monitoring data, the MTR has drawn recommendations for improvements of the PME system and practices for better programme management and preparedness for the end-term evaluation.

Recommendation 4.4.1: Overall, develop an alliance dashboard that can provide a meaningful insight to all alliance members into the programme progress to benefit from the collected quantitative and qualitative information and boost motivation for reporting.

Recommendation 4.4.2: Keep using RF as a tool for reflection on progress and updating planning on an annual basis. Add a column to allow qualitative information and another with context information. Limit the size of the text allowed for these columns. Collect and provide feedback to partners on their quarterly reports.

Recommendation 4.4.3: In reporting, for a complete overview (i.e. both quantitative and qualitative information), strengthen the link between the output and the outcome data. One immediate way to achieve this is to make space for the (optional) addition of signs to QM reports. Another way is to bring together reporting with RF at the end of the year and reporting on outcomes of the same year in a facilitated reporting county-level workshop. This workshop should facilitate establishing a stronger link between the output data generated with RF and the outcome data generated through OH, which will ideally provide insights into the effectiveness of strategies.

Recommendation 4.4.4: Adjust the AP format to have a stronger link between reporting and planning (see specific suggestions in the AP format). Facilitate justifying the plans based on reflection and learning by adding relevant changes in the OHM methodology (see concrete suggestions in OHM methodological notes).

Recommendation 4.4.5: Continue with CAs. Make CAs biennial and complement monitoring the capacity of partners' CAs with field visits and regular discussions with partners. Consider a combination of self-assessment and peer reviews. Add to narratives of CAs a section on CSEC-specific capacity. In the steering committee, consider adding to the AP format questions related to the analysis of CAs at the country level. This should serve a purpose of becoming a more meaningful management tool for the steering committee. Therefore, if the section is added (see specific recommendations made in the AP format), it should be followed up.

Recommendation 4.4.6: Continue with OHMs. Considering the minimal value added of external validation during an ongoing M&E; instead, make use of peer reviews. This could be undertaken for selected countries and it would strengthen mutual learning, on top of reducing subjectivity. Consider Sprockler or other online story-based tools that suit the multilingual environment to lighten the burden of reporting on signs in writing. For making a selection among many available tools, consider giving a budget to each country team to pilot or otherwise experiment with an online tool and ask for a report on its usefulness. After assessing these pilots/experiments, decide on one tool.

Recommendation 4.4.7: Link learning agenda to PME more closely, e.g. link learning on the private sector to the analysis and decision on adjusting the private sector pathway in ToCs. Consider using knowledge platforms to promote an exchange online.

Recommendation 4.4.8: Develop and add an analytical tool to the OHM methodology to make sense of programme contributions to progress in pathways. These can be undertaken in line with John Mayne's COM-B model, as it offers a structured way to look at causes of behavioural change^{viii}. Alternatively, search for explanatory contributing factors to progress in the children and private sector pathways in the results of learning activities addressing the respective learning agenda questions.

5. PARTNERSHIP QUALITY

This sub-chapter provides answers to the following questions:

- i. What is the quality of the partnership between alliance members, implementing partners and the MoFA in terms of joint strategy, collaboration, steering structure, processes and learning?
- ii. Specific questions of MoFA on the partnership: How well does the alliance function? What goes well and what are the challenges? What are the costs and benefits of being in partnership? What is the collaboration between the programme and other SRHS initiatives in programme countries?
- iii. What are the recommendations for improving the quality of the partnership?

5.1. QUALITY OF PARTNERSHIP BETWEEN ALLIANCE MEMBERS, IMPLEMENTING PARTNERS AND MOFA

The MTR has assessed the quality of partnership between the alliance members, implementing partners and the MoFA in terms of the following success factors of a partnership as defined by GiZ: joint strategy, steering structure, collaboration and learning. Surveyed responses on the fifth success factor – processes – are incorporated in the sub-chapter on the PME system.

STRATEGY

The alliance strategy is translated into the joint programmatic vision. While the content of this vision – DtZ programme description – receives unequivocal support from all partners at the global and country levels, a degree of participation in the strategy development process has mixed appreciation. In particular, some Asian countries highlight its lack in the initial overall programme design. It should be noted that among these countries India is remarkably more positive than others. One plausible explanation could be the short coordination and reporting line between the partners in India and the steering committee organised by one of the alliance members, Free

a Girl. However, this explanation is insufficient as ICCO organises coordination and reporting with the implementing partners in LATAM countries in a similar manner. What seems to work is to keep short reporting and coordination lines without the interruption of staff changes responsible for the partners directly.

The justified feeling by country partners of insufficient involvement in the initial design of the programme has to be placed in a wider context of applying for programme funding. One factor to mention here is that newly-formed alliances have restricted time and resources to hold broader consultations while application procedures of donors require the submission of a joint programmatic vision. This could excuse cutting corners on wide participation. Another factor to consider is that at the time of application for grants with a newly-formed alliance, the existence of this cooperation largely depends on the receipt of funds. This also explains the limitation of consulting with implementing partners, as members of a potential alliance try to avoid asking for investment from their local partners while funding is insecure. On the other hand, such investment from the very beginning could create a stronger basis for starting up a programme or serve as a basis for a joint fundraising.

The initial top-down introduction of the programmatic vision has been compensated by substantial consultations to translate programmatic ToC into country ToCs in 2016. At present, this – together with sufficient space and opportunity for programme adaptations with progress and OH meetings – makes for a sense of improved participation in implementing programme strategy.

STEERING STRUCTURE

Although based on a complex set of different arrangements between the alliance members and their local partners, the steering structure of the DtZ programme is clearly outlined in programme documents and well understood at the global level. At the country level, the role and functions of the country leads, and the steering committee members seem to be less clear. This

could be explained by the above-mentioned different coordination mechanisms chosen by the alliance members for their direct links with implementing partners.

In addition, an overall steering structure is perceived as rather heavy and demanding, while communication lines are considered functional, albeit not fully balanced in terms of information flowing from the global to region/country level with information travelling back. Further comments on steering point out an inconsistency in steering due to regular staff turnover. Critical comments on communication mostly relate to challenges of financial predictability in the absence of budget forecasts for annual adjustments of country programmes.

COOPERATION

Cooperation – as described in the programme documents – is a central part of the programme design with a focus on a joint learning agenda. In practice, it has supposedly evolved in an organic manner, i.e. cooperation has progressed slowly but gradually.

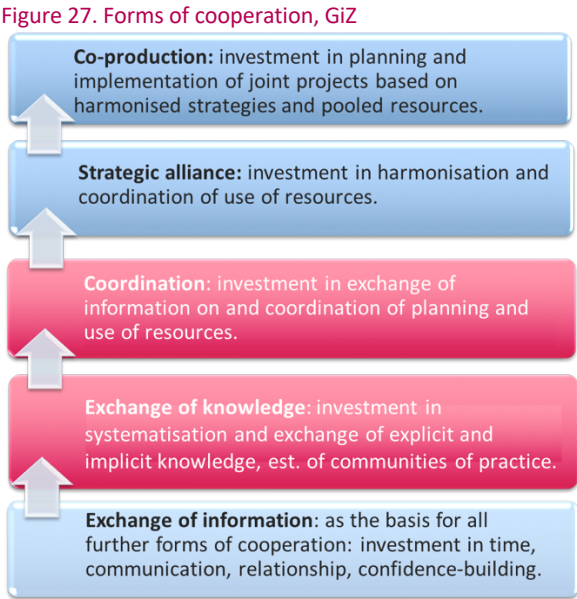
At the global level, the sense of connection and cooperation appears to be the strongest. At the regional/country level, a sense of cooperation is more prominent among LATAM countries. This is unsurprising given that four of these countries – Bolivia, Nicaragua, Colombia and Peru – work with one joint ToC. Among Asian countries, India

and the Philippines are rather positive about cross-country collaboration, with examples including exchange visits and court case video-conferencing between India and Bangladesh.

When self-diagnosing cooperation in the alliance using evolving steps of cooperation by Capacity Works (GiZ), the alliance members admit primarily experiencing collaboration as knowledge sharing and coordination (see Figure 27). It is recognised that pooled complementary expertise makes the programme’s lobby and advocacy efforts stronger.

Furthermore, at the global level, the alliance has coordination mechanisms in place for joint reporting and planning that serve the programmatic steering and accountability purposes. At present, the joint implementation at the global level seems to be limited, and collaborative processes are largely linked to learning. At the country level, there are reportedly more forms of collaboration.

The alliance intends to use the next programme period (2019-2020) to make clear institutional moves towards the next stage of cooperation, namely strategic alliance. Whether and when this happens would also be an indication of the cooperation of the alliance members extending beyond the current programme.



FORMS OF COOPERATION

Actors utilise comparative advantages and act on the basis of coordinated strategies, plans and allocation of resources.

Actors act autonomously, but in some areas as a result of the anticipated synergies.

Actors act autonomously in the knowledge of what the other actor is doing, and anticipate added value from that.

Actors utilise the knowledge in their practical activities to promote individual and organisational learning.

Actors utilise the information and draw their own conclusions from it.

BENEFITS

In terms of strategic collaboration between the programme and the MoFA, both parties appreciate the amount of regular information exchanged. However, there is a case whose handling is experienced by MoFA as sudden and unsatisfactory. It is related to the way in which one of the alliance members handled an investigation into their implementing partner's credibility and a follow-up decision to stop cooperation with the partner.

The explanation can be found in the different interests of MoFa and the DtZ alliance member Free a Girl. The former's mandate requires being up to date about matters bordering corruption charges in their funded programmes. While an approach towards their local partners of an INGO such as Free a Girl is to treat sensitive cases with extreme care – especially in a political environment where a common example of shrinking civic space is through bringing criminal charges to local organisations working on human rights – since the dissatisfaction has been voiced by MoFA, the matter is being reportedly thoroughly discussed, which reassures learning from this experience and avoiding any similar misunderstanding in the future.

LEARNING AND INNOVATION

Learning is seen as one of the core collaboration areas and it is implemented through the learning agenda of the programme. This agenda and

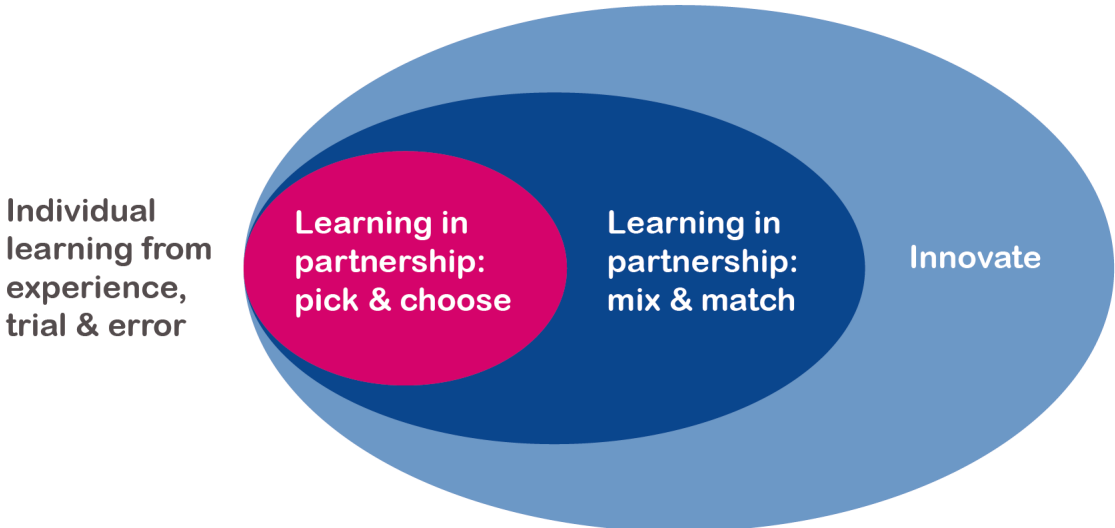
Figure 28. Forms of learning

follow-up documents describe a stock take of learning needs and track best practices to meet them. The needs are translated into learning questions and linked to two priority topics: (1) the effectiveness of child empowerment strategies, taking into account age and gender; and (2) strategic engagement with the private sector.

Both of these topics are linked to the respective parts of the DtZ programme, namely the children and private sector pathways.

Compared with the appreciation of other success factors of the alliance (i.e. joint strategy, steering structure, and cooperation), learning within the programme receives the most positive comments throughout the alliance. The alliance members, country leads and implementing partners acknowledge and appreciate deliberate learning efforts such as connecting implementing partners for bilateral exchange, field visits, WhatsApp groups for immediate advise and updates, making available research into specific topics such as guidelines on the private sector and a global study on CSEC issues specific to boys, online seminars on the private sector, an online learning platform, OHMs and the exchange of best practices during regional meetings.

There are tangible concrete examples of sharing knowledge leading to a changed approach, in particular the adjustment of strategies on child



empowerment based on bilateral and programme-wide exchanges and improved engagement with the private sector, based on a significant input and stimulation from ECPAT's international activities, resources and training.

Most respondents are positive about the learning climate and stress the critical importance of having a space to learn. Additionally, documentation of experiences seems significant. In this regard, the effort made by the Philippines county team to document and communicate their results is referred to as the best practice.

The above-mentioned illustrates that the alliance provides a space and facilitates learning for improved programme effectiveness reasonably well. The implementing partners improve their performance based on individual organisational learning from their own experiences and they use joint exchange moments (such as regional meetings) to learn in the partnership. The most dominant forms here (see Figure 28) are so-called "pick and choose" (i.e. try out a good practice shared) and "mix and match" (i.e. search for a complementary approach from a range of good practices to improve an own one). There is still room to grow further, which entails agreeing as an alliance on whether there is a joint ambition to be innovative.

The learning agenda states that learning questions are the vehicle to find innovative approaches. However, in practice, implementation of this approach is inhibited by the confusion around the meaning of innovation as well as a lack of direction and rewards to innovate. The conundrum related to the term seems to lie in the definition of what constitutes an innovation, i.e. when is a practice simply a good practice or the best practice, and when does it become an innovation? In the absence of clarity of the term, understanding of innovations seems to default into the introduction of a novelty for the sake of it, which creates a degree of understandable resistance.

ADVANTAGES AND DISADVANTAGES OF THE PARTNERSHIP

Dedicated pooled funding for sharing knowledge and facilitating learning is a clear benefit of joining forces.

One of the other recognised advantages of working as an alliance is having the potential for more impact due to a broader/more comprehensive programme scope. Indeed, the alliance partners jointly have a larger reach, stronger voice, more power, visibility and consequently credibility. However, this potential gain is only materialised where partners work with the same target group (i.e. in the same geographical area) or on legislation or policy that covers common areas of work. The same applies for a potential gain in having complementarities, less competition, more trust and more cooperation (e.g. addressing cross-border trafficking in India and Bangladesh).

Among the communicated disadvantages of working as an alliance is the amount of time and costs that it takes to align processes and harmonise procedures. Working with multiple accountability and reporting lines also complicates communication, which is underlined by a stronger appreciation of a simplified coordination arrangement between Free a Girl and the India country team.

Another recognised disadvantage is the energy spent on relationship building when complementarities are not easily found, or worse when the approaches to CSEC differ, as is the case in Thailand. When mutual gains are not immediately obvious, joint programming is seen as an unnecessary burden, which could heighten power struggles and fuel distractive politics promoting one's own identity/uniqueness.

Finally, working with others brings a risk of being blamed for the underperformance of partners.

5.2. SPECIFIC QUESTIONS OF MOFA ON PARTNERSHIP

Based on the analysis of the self-assessment of the partnership quality, the MTR provides answers to the specific questions of the MoFA below:

(1) How well does the alliance function? The alliance functions quite well, with an overall average satisfaction rate of around 70 (out of 100), albeit with large differences between individual survey respondents. The partnership has made the most progress in relation to joint reflection and learning. Although both surveyed groups – the steering committee and implementing partners – highlight learning, they understandably give prominence to different aspects of the partnership (i.e. the steering committee focuses on the consistency and efficiency of processes, while the implementing partners have more to say about a joint vision). The MoFA also seems to perceive this partnership quite positively.

(2) What goes well and what are challenges?

A joint vision and increasing ownership over strategy, knowledge sharing, learning efforts and atmosphere as well as internal communication are among the strengths of the alliance. Moving from joint learning to joint implementation (i.e. mapping and capitalise on complementarities), learning from PME and as well as stability in staff composition are among the alliance challenges.

(3) What is the relation between costs and benefits in relation to (additional) results?

There are many potential benefits and costs that are difficult to quantify, although the actual proof of costs and benefits is not systematically collected and discussed. However, the overall sentiment appears to be that the benefits outweigh costs, with a potential for more. This potential can be realised if the alliance sees itself as a strategic partnership beyond 2020 and is demonstrated as a joint implementation.

(4) What is the collaboration between the programme and other SRHR initiatives in programme countries?

In most programme countries, the DtZ programme is implemented through collaboration between the local partners that worked on SRHR before the programme and intend to continue after. By country, the total number of SRHR organisations partnering the programme ranges from three to five. In four LATAM countries (Bolivia, Nicaragua, Colombia and Peru), collaboration takes place at the regional level. As SRHR is their core mandate, these implementing organisations combine their multiple projects funded by other donors as well as their networks to enhance the results of the DtZ programme.

The choice of working in collaboration is made by strategic decisions to give greater impact to the DtZ programme, while turning these actions into a movement of citizen activism. This envisaged movement integrates CSOs, prosecutors and business persons, to mention a few, who have been sensitised through the actions of the DtZ programme and decide to join the defence of the rights of children and adolescents, especially in the face of the CSEC.

In addition, the DtZ programme is based on influencing key stakeholders that work on SRHR issues such as relevant government agencies, community and private sector organisations. This influencing also results in collaboration between these key stakeholders, since achieving well-being for children at risk or victims of CSE requires a combined effort. (See more on the collaborative results of the alliance in Chapter 4.2 Collaborative (cross-pathway) results of the programme).

5.3. RECOMMENDATIONS FOR IMPROVING THE QUALITY OF PARTNERSHIP

Based on an analysis of the findings related to the quality of the partnership within the DtZ programme, the MTR has drawn recommendations for its improvement.

Recommendation 5.3.1: At the country level, work towards more joint implementation without forcing cooperation; rather, search for areas where complementarity can easily be found and facilitate the discovery of shared gains. One such area seems to be increased collaboration on influencing the private sector.

Recommendation 5.3.2: At the regional level, alternate locations for regional meetings for better exchange and learning. Select the locations based on best practices. Continue using the field visits prior to regional meetings to gain inspiration and boost the motivation of partners as well as facilitating learning from best practices. To strengthen the effect, prepare the visits (e.g. by linking learning questions to the selection of best practices) and follow up with a session on what elements of best practice seen could be replicated, and with what adjustments. Link this to a discussion on what could be considered an innovation.

Recommendation 5.3.3: At the global level, learn from the successes of documenting experiences in the Philippines and other countries, and institutionalise such

documentation. Promote best practices through means of media. Make communication material that predominantly uses visuals, which can also help with intensifying exchange among regions.

Recommendation 5.3.4: At the global level, if staying in the same alliance beyond 2020, consider the benefits of designing the next programmatic vision with implementing partners.

Recommendation 5.3.5: At the global level, steer towards more synergetic work in practice, in particular exploring and promoting joint implementation. Promote co-production – however minor – such as photo exhibitions. Make use of working groups as spaces of co-production. Have a strategy day (preferably with directors of the alliance members) to decide on directions to take in the remaining two years of the DtZ programme and beyond.

Recommendation 5.3.6: At the global level, facilitate thinking more on behalf of the alliance than as individual member organisations. Make (gains of) cooperation a deliberate item for a guided discussion. Involve country leads more in strategic steering.

Recommendation 5.3.7: At the global level, provide information to complete the feedback loop to reporting organisations. Stimulate the exchange of information between regions that are issue-specific. Analyse and use learning questions to find and match learning needs for such an exchange.

ANNEXES

ANNEX 1 ADJUSTED MTR QUESTIONS

Below follows a list of evaluation questions. These are not meant to be exhaustive and will be refined during the consultations on data collection tools.

1. Assessment of relevance and sustainability - MTR Chapter on Context Analysis and Theory of Change:
 - To what extent does DtZ programme, as described in country ToCs, respond to programme country contexts?
 - Do they adequately address gender issues?
 - Do they address risks as formulated in the inception report?
 - Have the risks changes?
 - How does DtZ programme ensure that planned activities fit the reality?
 - Can assumptions be confirmed through evidence that has been gathered till date and are assumptions still valid considering the actual situation?
 - If not, why not and which change in approach needs to be taken in order to align assumptions with reality so that desired changes may be realized?
2. Assessment of the effectiveness of the DtZ programme – Chapter on Progress and Results:
 - What is the progress towards the final outcomes?
 - Which (unexpected) changes are observed? How are unexpected situations being dealt with?
 - What improvements are made?
 - What are opportunities and possible threats for reaching final outcomes?
 - How do programme stakeholders appreciate usefulness M&E system and practices for steering (i.e. decision-making at different levels), learning and accountability?
 - What are the information and data-related issues to be resolved in preparation for the End-line Evaluation?
 - What additional actions are necessary to enable carrying out a good End-line Evaluation?
3. Assessment of Partnership and coherence with other SRHR initiatives in programme countries – Chapter on Partnership and Coherence with Other Initiative:
 - How well does the alliance function?
 - How is the cooperation with Implementing Partners?
 - How does Alliance assess the cooperation with the MFA?
 - What goes well and what are challenges?
 - Where are opportunities to improve the different relationship within the partnership?
 - What is the relation between costs and additional work in relation to (additional) results?
 - How is the collaboration, if any, between the programme and other SRHS initiatives in programme countries?
 - What is the relation between Alliance and other stakeholders, including health systems (or other relevant government systems) in the programme countries?

ANNEX 2 METHODOLOGY TO UPDATE CONTEXT ANALYSIS

Background

Update of the initial risk assessment detailed in the Inception Report of Down to Zero (DtZ) programme is one of the areas to be covered by the Mid-Term Review (MTR). This task is agreed during the discussion between MDF (contracted for MTR) and the Steering Committee of DtZ Alliance on 11th of April 2018. This document explains methodology of carrying out external risk analysis. Internal risks are analysed by the Alliance Thermometer, a tool designed for self-assessment of partnership quality.

Purpose

Contribute to the mid-term review of the programme by updating risk assessment detailed in the Inception Report.

Methodological background

The methodological framework for assessment of risks in the environment of a programme is SPELIT analysis methodology. The term/mnemonic SPELIT stands for Social, Political, Economic, Legal, Intercultural, and Technological, indicating areas that are covered by the risk analysis.

Social dimension regard factors affecting behavioural changes of programme target groups. Examples of social risks are: mistrust towards development programmes in communities; pessimism about possibilities to address CSEC on a long-term; and customary attitude to see children as resources of a family.

Political dimension focuses on how power-holders may influence the work environment of the programme. An example of risk of this dimension is the interim government in the Guajira region, Colombia not prioritizing care for CSEC victims; pre-election pressure driving attention away from difficult to tackle issues and towards easy wins; and Law Enforcement Agencies (LEA) harassing human rights activists in Bangladesh.

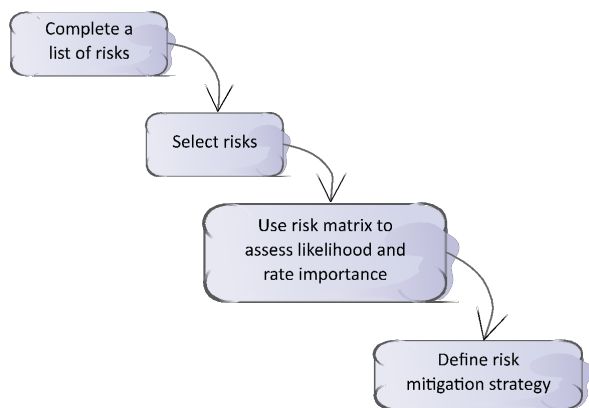
Economic dimension is related to the local and international economy that can impact directly, and usually in long-term, the programme. A practical example could be poor distribution of funds and human resources to local government for addressing CSEC.

Legal dimension focuses on the laws that can impact on the programme opportunities and its implementation. An issue example of this dimension could be if, a regulation has been adopted to register all programmes with international funds through government institutions, with (local) governments having more control over funds disbursement.

Intercultural dimension addresses culture and differences between cultures that could impede programme delivery. Examples of intercultural dimension are difference of opinion between programme staff and community members on children's rights to play; lack of recognition and celebration of differences in opinion.

Technological dimension relates to the technology / innovation that could impact negatively on the programme success. For instance, programme could identify a new, yet still not well tested, technology / tool as a possible opportunity of speed up and reduce costs in your programmatic work.

How to Use and Conduct the Analysis



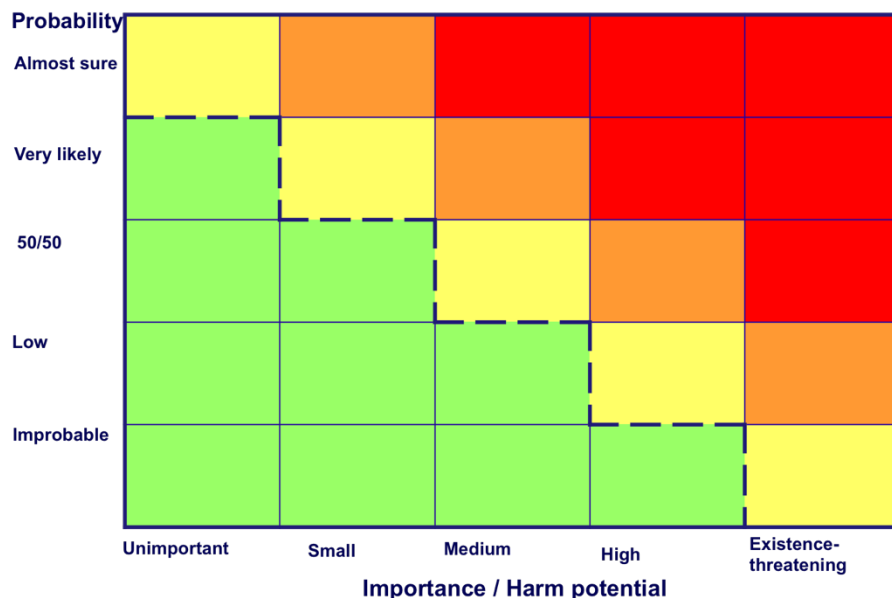
Process of conducting a SPELIT analysis consists of the basic steps as described below. It is recommended to conduct this analysis in a meeting or workshop setting.

Step 1 - Brainstorm: Divide group in pairs, distribute list of risks per category (i.e. social, political, etc.) and ask to review risks/contextual factors generated from the reports. The list will also contain risks from the inception report. The assignment is to select, add, reformulate risks and write them on post-its. Then collect in plenary and get additional ones from other groups if needed. No criticism/judgement or how probable or well formulated the risks are at this point. **Max time for this is 15 minutes.**

Step 2 – Select: It’s time to filter/identify the ones that are most relevant to arrive at maximum 2 per category, 12 in

total. First exclude internal risks, i.e. the ones the programme has direct control over. Then rate the relevance of others. To do this, ask people to vote with stickers or marking with a dot the risks that should be kept. Give the limit of 5 dots for all risks per person. **Time for this is 5 minutes.**

To assess likelihood (i.e. probability) and importance (i.e. harm potential), draw a Risk Matrix (see below) with 2 axes: vertical – probability scale and horizontal – importance scale.



Assess Likelihood/probability: Assess the probability of the selected risks becoming reality in your programme. Provide providing the percentage (%) value of the probability labels if needed:

- (05%) Improbable
- (25%) Not Likely
- (50%) 50/50 chance
- (75%) Very Likely
- (95%) Almost Sure

Rate Importance: To define the harm potential the risk has (if materialised) to harm/negatively affect the programme, ask participants to assess each risk on the scale as having no importance, small, medium, high or existence threatening.

These assessments can be done in plenary by taking each risk and assessing both probability and importance. The result of this assessment is placing the risk on the relevant cells. **Time to assess risks is 30 minutes.**

Step 4 – Define Risk Mitigation Strategies: discuss and decide on mitigation strategies. For guidance, consider the following categories of actions:

- o *Ignore the risks* fall into “green areas” as they are either nearly improbable or have minor harm potential;
- o *Risk avoidance*, or not performing the activity that carries the risk; especially consider them for risks that have fallen in “red areas”

- *Risk reduction*, by reducing the impact of the event should it occur and/or the probability of the event from occurring;
- *Risk sharing*, by sharing with other parties the impact of the event, should it occur; and
- *Risk retention*, which is accepting the impact of the event, should it occur.

Once decided on the category, formulate a concrete action that has been taken in the past (e.g. adjusting pathways) or will be taken in the future. Revisit and update as needed risk mitigation strategies defined in the Inception Report (see 4th column of the matrix on the next page).



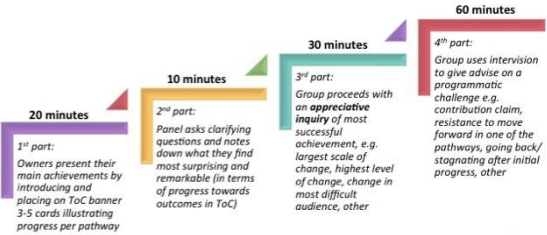
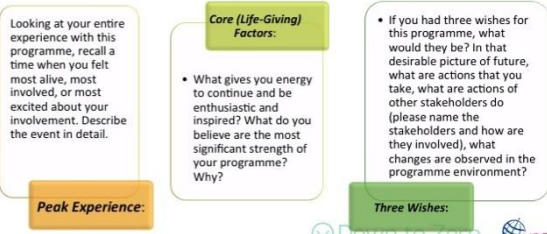
Final step – Consolidate the results by filling in the matrix below **Time to fill in a risk matrix is 25 minutes.**

Risk Category	Selected Risk	Likelihood (high or medium)	Risk mitigation strategy
Social and (inter-) cultural			
Political and Legal			
Economic, Technological			
Technological			

Risk analysis defined in the Inception Report, Down to Zero Programme

RISK	IDENTIFIED RISK	LIKELIHOOD	RISK MITIGATION STRATEGIES
External Risks			
Political	Changes in staffing of national/ regional level government officials and law enforcement agencies due to elections or staff turnover.	High	<ul style="list-style-type: none"> • Keep a wide base of lobby targets; do not build on a few allies only and utilise/lobby with the full range of contacts available through all (levels of) organisations, institutionalise best practices. • Arrange introductions as soon as new government employees have settled into their new jobs. • If possible arrange training for a wider group. • In some countries agreements can be put in writing, so that they can serve as a point of reference for the successors.
Political	National governments will not increase their spending for service delivery as long as CSOs keep providing e.g. shelter, counselling, legal aid to victims. This has consequences for the sustainability of the programme.	High	<ul style="list-style-type: none"> • Keep close ties with relevant government departments and continue to lobby for budget allocations for specialised services for victims. • Involve government officials in our work to create and interest and understanding of its importance for the achievement of their own interests. • Transfer our successful approaches to relevant government institutions and interest them to implement these more widely.
Political	Decision-makers and general public perceive sexual exploitation as something that affects girls only.	Medium/ High	Ensure that media and campaigns address norms and attitudes, ensure awareness raising activities include boys and men. Include a gender approach in all our work and disseminate this more widely.
Political	Unforeseen disasters or political unrest that create difficulties in reaching children and communities and/or disrupt the common state of affairs, o.a. shifting the priorities of governments and/or donors.	Medium	Develop contingency plan, flexibility in planning. Create possibilities to shift priorities to attend to the immediate needs and threats emerging in settings where the programme is implemented.
Financial	National elections may create changes at government level and may affect budgetary allocations, revision of available schemes for children victim of/or at risk of CSEC.	Medium/ High	Take elections into account in the planning. Re-initiate advocacy and dialogue with newly elected government bodies.
Security	Criminal gangs threaten staff, or personal insecurity of researchers or NGO staff	High	Security guidelines including safety trainings and regular monitoring of the security situation. Include security on the agenda of annual outcome harvesting meetings. Strong cooperation with other NGO's. In some countries strong links with the police force. Where appropriate support could be sought from appliance partners including the Embassies. In some countries publication of offenses and security breaches are published to avoid repetition and impunity.

ANNEX 3 PEER REVIEW METHODOLOGY

<p>Step 1</p>	<p>A short explanation of MTR process and peer review session set-up.</p>	<p>Purpose and objective of the MTR sessions</p> <p>Purpose:</p> <ul style="list-style-type: none"> Contribute to MTR of the programme by assessing effectiveness of country programmes <p>Objectives:</p> <ul style="list-style-type: none"> Inform each other on main achievements and challenges mid-way of the programme Give each other advise on continuation of country programmes with increased effectiveness  <p>Down to Zero MDF</p>
<p>Step 2</p>	<p>Division into 2 peer review groups. Preparation for the peer review</p>	<p>Peer Review Composition</p>  <p>Down to Zero MDF</p>
<p>Step 3</p>	<p>Mid-Term-Review: Progress since 2016 in two country programmes</p>	<p>Peer Review - 2 hour session per country</p> <p>Groups follow instructions on steps of the methodologies, facilitated</p>  <p>Down to Zero MDF</p>
<p>Parallel peer review sessions: Presentation of progress with regard to ToC, using the selected 3- 5 most significant signs per pathway</p>		
	<p>Parallel peer review sessions: Peers make an appreciative inquiry of most successful achievements, e.g. largest scale of change, highest level of change, change in most difficult audience, other</p>	<p>Appreciative Inquiry – 20 minutes</p> <p>Panel (in smaller groups) interviews individual owners, a volunteer to scribe</p>  <p>Down to Zero MDF</p>

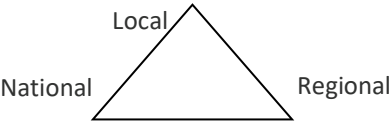
<p>Parallel peer review sessions: Using Intervision method, peers give advice on a programmatic challenge e.g. contribution claim, resistance to move forward in one of the pathways, going back/stagnating after initial progress, other</p>	<p>Intervision – 60 minutes <i>Groups follow instructions on steps of the methodologies, facilitated</i></p> <p>5 minutes 10 minutes 15 minutes 5 minutes 10 minutes 5 minutes</p> <p>1st step 2nd step 3rd step 4th step 5th step 6th step</p> <ul style="list-style-type: none"> • Owners introduce the challenge • Panel listens and takes notes • Panels asks clarifying questions, including inquiry about tried solutions • Owners give brief (factual) answers • Panel analyses the challenge • Resist the temptation of jumping to conclusions • Owners listen and take notes • Owners comment: warm, cold and neutral • Panel listens • Panel advises • Owner reacts • Panel reflects on own learning <p>Down to Zero MDF</p>
<p>Step 4</p>	<p>MTR: Concluding plenary discussion: - Recap from the peer reviews, Plenary on considerations for the DtZ 2018 - 2020</p>
<p>Step 5</p>	<p>Feedback for facilitators and Closure</p>

ANNEX 4 SPROCKLER QUESTIONS

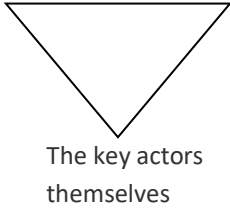
This independent mid-term review is carried out by MDF Training & Consultancy. We are interested to learn from your experience and use your information to feed into programme strategy. You have been invited to take part in the survey as a partner in these programmes.

This Sprockler Survey builds on the existing Outcome Harvesting tools implemented by the Down to Zero programme. The advantage of using Sprockler is that it can capture qualitative change stories and present them in a visually attractive way that is easy-to-understand. This specific survey focuses on the cooperation between key actors in bringing about changes related to CSEC in the target countries. Understanding how this cooperation has worked in practice is crucial at this stage (MTR) to inform the programme on how to proceed and ensure the achievement of the expected outcomes.

We will ask you to tell a story about a change related to CSEC that you have witnessed, and to qualify how the key actors have contributed to that change through a number of follow-up questions. The total questionnaire should not take you more than 15-20 minutes to complete.

#	QUESTION TYPE	VARIABLE NAME	QUESTION
1	Open Question	Change Story	Can you share a story about a change related to CSEC in your country in the last 2,5 years, which involved the collaboration between multiple actors? What sign does this relate to, and what was the ultimate impact? This could be a big or a small change; it could be positive or negative; key actors include: children, communities, private sector, and government; Make sure you include in your story the following: when the change took place, where it happened, what happened, which actors were involved, how it happened, and what your organisation did
2	Bipole	Tone	The tone of this story is mostly... Positive Negative
3	Single choice	Timeframe	How long ago did the change in your story take place? Within the last 3 months/Between 3 and 12 months ago/Between 1 and 2 years ago/More than 2 years ago
4	Single choice	Country	Where did the change take place?
5	Tripole	Level	At which level did the contextual change take place? <div style="text-align: center;">  </div>
6	Multiple Choice	Beneficiary	The change in my story impacted mainly on: Girls, Boys, Adolescent girls, Adolescent boys, Women, Men, Transgenders, Communities, Private sector, National government, Local government, Judicial sector, Police, Civil society, Academia
7	Multiple Choice	Actor	Which key actors were involved in bringing about the change in your story? Children/Communities/Private sector/Government
8	Open question	Define actor	Please define each involved actor. <i>For example, a government actor could be the local government, police, etc.</i>
9	Multiple Choice	First actor	Which key actor took the first step to cooperate with other key actors? Children/Communities/Private sector/Government

10	Multiple Choice	Outcome	<p>The change in my story is about the following outcome (or as close as possible):</p> <p>Children:</p> <ul style="list-style-type: none"> ○ Children participate as agents of change in decision-making ○ Children report cases of CSEC. ○ Children engage their peers in becoming advocates ○ Children (in particular child victims) access specialised service <p>Community:</p> <ul style="list-style-type: none"> ○ Community, religious and traditional leaders in selected countries publicly condemn values, norms and practices that contribute to CSEC. ○ Communities report cases of CSEC to the relevant authorities. ○ Community-based child protection mechanisms and referral systems for victims of CSEC are in place and are effective. ○ Community leaders initiate discussions within their communities on change of values, norms and practices that keep children safe from CSEC. <p>Private sector:</p> <ul style="list-style-type: none"> ○ Private sector effectively implements and monitors within their sector relevant codes of conduct or MoUs for child rights safeguarding, including the protection against and reporting of CSEC. ○ Private sector provides opportunities for education and/or alternative livelihoods to children at risk and/or victims of CSEC. ○ Besides the tourism industry, two other sectors developed a code of conduct. ○ Targeted industry sectors enter into dialogue with CSOs and the public regarding prevention of and detecting CSEC. <p>Government:</p> <ul style="list-style-type: none"> ○ Governments develop/ improve policies and guidelines in relation to CSEC. LEAs diligently prosecute perpetrators ○ Governments allocated or increased budget to address CSEC. LEAs actively investigate cases of CSEC. ○ Government developed Action Plans to address CSEC. LEAs facilitate the reporting of CSEC and receive and file reports of CSEC cases. ○ Government officials enter into dialogue with CSOs and agents of change about CSEC. LEAs apply child-friendly protocols.
11	Bipole	Effort children	<p>How much effort did the actor “children” put into bringing about the change in your story?</p> <p>Low High</p>
12	Bipole	Effort community	<p>How much effort did the actor “communities” put into bringing about the change in your story?</p> <p>Low High</p>
13	Bipole	Effort private sector	<p>How much effort did the actor “private sector” put into bringing about the change in your story?</p> <p>Low High</p>
14	Bipole	Effort government	<p>How much effort did the actor “government” put into bringing about the change in your story?</p> <p>Low High</p>
15	Bipole	Role children	<p>How critical was the role of the actor “children” in bringing about the change in your story?</p> <p>Neglectable Essential</p>
16	Bipole	Role community	<p>How critical was the role of the actor “communities” in bringing about the change in your story?</p> <p>Neglectable Essential</p>
17	Bipole	Role private sector	<p>How critical was the role of the actor “private sector” in bringing about the change in your story?</p> <p>Neglectable Essential</p>
18	Bipole	Role government	<p>How critical was the role of the actor “government” in bringing about the change in your story?</p> <p>Neglectable Essential</p>

19	Yes/No	Other actors	Did other actors play a role in bringing about the change in your story? Yes/No
20	Open question	Name other actors	If yes, which actors?
21	Yes/No	Possible actors	Would the impact of the change have been larger if even other actors would have been involved? Yes/No
22	Open question	Name Possible actors	If yes, which actors could have made impact larger?
23	Tripole	Driving factor	Which factor created the sense of urgency to cooperate? <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">Down to Zero Alliance</div>  <div style="text-align: center;">Other contextual factors</div> </div>
24	Multiple Choice	Intervention strategies	Which intervention strategies were the most important in bringing about the cooperation between key actors in your story? Provide services/Raise awareness/Build capacity/lobby & advocacy /Research & knowledge management/Networking
25	Bipole	Evaluation	How did you experience your role in facilitating the cooperation between key-actors? Rewarding Challenging
26	Bipole	Capacity	Did your organisation have sufficient capacity to facilitate cooperation between key-stakeholders? Insufficient Sufficient
27	Open question	Headline	If you would give your story a title, what would it be
28	Single choice	Consent	Are we allowed to share your story with others? <input type="radio"/> Yes <input type="radio"/> No

ANNEX 5 METHODOLOGICAL NOTE FOR COUNTRY TEAMS TO ASSESS PARTNERSHIP WITH ALLIANCE THERMOMETER

Background

The Alliance Thermometer is a tool developed by MDF for participatory, or self-assessment of the quality of work in alliances. It is based on the Capacity Works developed by GiZ and the Free Actors in Networks (FAN) approach, developed by Dr H.E. Wielinga, LinkConsult. Building blocks of the Alliance Thermometer are 5 success factors^x from Capacity Works combined with the 4 Network Tools from the FAN approach. Alliance Thermometer unifies term 'cooperation system' (Capacity Works) and 'network' (FAN approach) by the consistent use of term 'alliance', which refers to a formalized cooperation between several partner organisations, pursuing a joint strategy or a programme.

In this document, the generic tool is adjusted for Down to Zero Mid-Term Evaluation. Specific questions received from the Department of Social Development, Health and Aids Division of the MFA are incorporated. They can be found as italicised text. The tool is intended for the use by country teams in a workshop setting, possibly as part of the country meeting.

Purpose:

Contribute to the mid-term evaluation of the programme by assessing partnership quality at the country level

Objectives:

- Gather input from partners on perception of the partnership quality in line with 5 building blocks of the Alliance Thermometer
- Come to an agreed overall assessment of work in partnership and recommendations for its improvement

Participants:

- DtZ Implementing Partners and alliance partners (programme staff)
- Maximum group size: 14 persons
- Facilitated by Country Lead

Bring to the meeting:

- Lead: flipchart papers, paper tape, markers, cards, post-its
- Lead: print out of guiding questions (pp. 3-4, 1 per participant)
- Lead: reporting format (p 5)
- Deliverables:
- By the end of the workshop:
- Filled in reporting format, see page 5

Facility:

- A room, with enough space for approximately 15 participants, 1 table
- Possibility to hang large flip-charts on 2 walls
- Multimedia project and laptop available

Session outline

Time	Step	Materials	Set-up
15'	<p><i>Opening and introduction:</i></p> <ul style="list-style-type: none"> - Explain purpose and the objectives of the session to the participants - Introduce Alliance Thermometer 	PowerPoint alliance thermometer, slides 1-4	Plenary, all participants seated in a circle
30'	<p><i>Anecdote circle:</i></p> <ul style="list-style-type: none"> - Introduce the exercise to participants. Explain that they will be using a methodology called Anecdote Circle, which is a way of capturing short narratives. What they are asked to do is to tell short stories, or anecdotes. An anecdote is a naturally occurring story, as found in the "wild" of conversational discourse, usually about a single incident or situation. The purpose of this part of the session is to collect rich data/information on each building block of the alliance. On a later stage there will be an assessment. - Instruct the participants using slides 5-6. Each group will tell stories about one of the topics, e.g. (a) How to make and adjust programme together? Each topic is related to the building block of the Alliance Thermometer - Break into 5 smaller groups of at least 3 persons. If you have less than 15 participants, join 2 topics for discussion together - Remind participants to keep a track of short stories and allow all members to participate. 	PowerPoint alliance thermometer, slides 5-6	Participants break out in smaller groups, in different corners of the room, seated in a circle
15'	<p>Ask participants to go back to stories and single out positive and negative aspects that help/hinder work in an alliance, per sub-topic: e.g. group A will make cards on what helps (+) or hinders (-) making and adjusting programme together. Use slide 7</p>	Cards or post-its of 2 different colours	Work in same break out groups
15'	<p><i>Break</i></p>		
30'	<ul style="list-style-type: none"> - Ask participants to stay in the same groups. They will have to make an assessment of the alliance work, on their building block (e.g. strategy). - Instruct participants to use the exchange of anecdotes, singled out positive and negative points and guiding questions. - Distribute guiding questions (print out pp.3-4) - Use slides 9-10 to explain how assessment are made - Ask each group to deliver a line with an agreed assessment and recommendation 	Flipchart with a continuum drawn on it, cards	Work in same break out groups
30'	<ul style="list-style-type: none"> - Announce that now it is time for plenary using method called "market place". - Instruct groups to appoint 1 person from each group that will stay by the poster with their continuum (i.e. assessment and recommendation). The rest walks around to listen to explanation and add their comments with post its. Time 20 minutes. - Then initial groups come together and finalise their work, based on the comments they received. 	Plenary Post its	
20'	<ul style="list-style-type: none"> - In plenary as for overall reflection on advantages and disadvantages of working in alliance for the 5 areas, detailed in slide 11. Alternatively, you can ask participants to make these assessments by buzzing with their neighbours. Distribute the topics, e.g. first buzz group works on "result achievement", etc. 	Plenary, flipchart with a table	
5'	<ul style="list-style-type: none"> - Recap and summarise - Ask the designated recorder to copy the final results in the reporting format (page 5 of this document) 		

Guidance on assessing partnership using building blocks

Strategy

A strategy is the result of a negotiating process between the Alliance Members involved. A strategy of Down to Zero alliance is the joint 5-year programme. Ideally, it should convey a result-oriented, clear and shared ambition translated into country ToCs and annual workplans that lead to positive and joint results. Assess quality of strategy (i.e. DtZ programme) development and adjustment, using the following guiding questions:

1. Is there a joint vision of the programme at country level?
2. Does the alliance communicate their joint vision at the country levels?
3. *Was the formulation of the programme participatory?*
4. Do the Alliance Members adjust strategies during the course of the programme collectively?

Connection and Cooperation

The capacity to design healthy and vital cooperation between several actors is based on their connection inside and outside the 'system'. The strength of the connection and cooperation depends on the extent to which the 'me-side' (i.e. own identity, the possibility of the existence of differences) is getting space, and on the capacity to constructively utilize the differences in coming to win-win solutions, including agreements on leadership, task- and role division. Assess quality of connection and cooperation amongst Alliance Members, using the following guiding questions:

1. *Is there a value added in working in such a partnership between (a) among Implementing Partners; and (b) between country team and embassies?*
2. Do the implementing members use or profit from expertise/capacities/means of each other? *Have the comparative advantages of country team members been defined and are they still clear?*
3. Do country team members dealt with the differences of opinion during the programme implementation? *Is there sufficient room to be critical, have different opinions within the alliance?* Are conflicts/disagreements monitored ("me side")? What are the key conflict areas?
4. Do partners ensure appreciation and recognition of each other's strengths?

Steering Structure

The steering structure is a selection, a choice, of a particular form of steering order as to organise predictable behaviour on communication and interaction between Alliance Members. The steering structure contributes to managing expectations (e.g. on strategy, decision-making, planning, funds, conflicts), and accountability of Alliance Members regarding their mutual agreements, their responsibility towards their constituencies, and finally towards principle agents such as boards, and donors. Assess quality of the programme structure in terms of its usefulness for communication and steering, using the following guiding questions:

1. What are the roles of Steering Committee, Country Leads and Implementing Partners in the implementation of the programme, including management of joint means and funds?
2. *What are the roles of the alliance within the (health) system, national governments, other activities and stakeholders in the countries of work?*
3. *What are the opportunities to improve the relationships between the Alliance Members and strengthen their complementarity? What is the balance between costs of working in such partnership and its (additional) results?*
4. How does the communication/feedback loops work? Are they sufficient to implement the programme effectively? Is there sufficient information coming from Steering Committee and going to Steering Committee for it to fulfil their role effectively?

Processes

Process management implies working firstly on the processes underlying the implementation of the agreed activities and delivering outputs; and, secondly, on the partnership internal processes such as programme steering. Assess quality of processes in terms of their usefulness for delivering quality outputs efficiently, using the following guiding questions:

1. Do Implementing Partners help each other to improve quality and efficiency? Is there any overview of the overlaps and gaps in the working processes and the attribution to the various Alliance Members?
2. Do the country team members deliver their services in coherence with the joint plan, or do they operate in parallel?
3. Do they help each other to improve quality and efficiency?
4. Do they share with each other how they operate at country, regional, and programme levels?

Learning and Innovation

Learning and Innovation is the engine behind all cooperation. Attention to learning and innovation in all building blocks will lead to more positive results and added value (1+1=3 → co-creation). The learning capacity is the capacity for change, i.e. making new choices based on new insights that contribute to positive change in a) the alliance, b) the individual organisation and c) the people that work in organisations.

Assess quality of learning and innovation in the alliance, using the following guiding questions:

1. Did activities change during implementation due to joint learning?
2. Do programme staff dare to speak out if and when they see a need for change or accommodate with the existing performance of the alliance?
3. Are the learning points addressed at implementing partner, country team, regional and inter-regional levels?
4. Does the partnership make room for different perceptions and insights on the change needed? Are these openly discussed and recognized, or just registered, or not seen?

Reporting format

Write down the final assessment and recommendation per building block. Add comments as needed

Building block	Assessment	Recommendation	Comments
Strategy			
Connection and cooperation			
Steering structure			
Processes			
Learning and innovation			

Comments how **ADVANTAGES** and **DISADVANTAGES** of working in the partnership for the following:

	ADVANTAGES	DISADVANTAGES
<i>Result achievement</i>		
<i>Forming of new partnerships</i>		
<i>Strengthening of existing partnerships/better cooperation/better communication</i>		
<i>Exchanging knowledge/expertise/skills/resources</i>		
<i>Reputation and space to carry out work of the organizations in the country</i>		

ANNEX 6 ALIGNMENT BETWEEN PROGRAMME AND COUNTRY TOCs



ENDNOTES

ⁱ Sprockler is an innovative online platform for surveying, analysing and reporting story-centred information. It is made available by the social enterprise Perspective that works with businesses, governments, and civil society organisations to create collective impact. It addresses complex social challenges by designing and facilitating systemic interventions.

ⁱⁱ The Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH or GIZ in short is a German development agency

ⁱⁱⁱ Success factors is the terminology used by Capacity Works, based on the non-sector-specific European Foundation for Quality Management (EFQM) model <http://www.efqm.org/efqm-model/model-criteria>. The success factors provide the framework for negotiating the project/programme with alliance/cooperation partners.

^{iv} Among the major extreme weather events in recent years are, per country:

The Philippines: Tropical storm Tembin in December 2017; Eruption of volcano Mount Mayon in January 2018; Typhoon Mangkhut in September 2018;

Bangladesh: Cyclone Mora in July 2017; Monsoon floods in September 2018;

India: Floods and landslides in May 2017 and June 2018; Tropical cyclone Mora in May 2017;

Thailand: floods in May 2017; Typhoon Mangkhut in September 2018

Indonesia: Agung Volcano in Bali in September 2017; the earthquake in Lombok in July 2018; Sets of earthquakes in Central Sulawesi in September 2018

^v In Brazil 2018 is a critical year for elections, with high potential for destabilising. After the elections in Colombia earlier in 2018, the concern is for the current government to maintain peace agreements with the guerrillas (FARC and ELN). In Bolivia, President Evo Morales' weakening hold over domestic politics drives instability. Worrying development and unrest in Nicaragua, where according to Amnesty International, state repression has reached deplorable levels.

^{vi} Changing cultural and social norms supportive of violent behaviour. (2018). Retrieved from

http://www.who.int/violence_injury_prevention/violence/norms.pdf

^{vii} <http://thefreedomstory.org/human-trafficking-awareness>

^{viii} Mayne, J. (2017). Theory of Change Analysis: Building Robust Theories of Change. Canadian Journal of Program Evaluation, 32(2).

^{ix} Success factors is the terminology used by Capacity Works, based on the non-sector-specific European Foundation for Quality Management (EFQM) model <http://www.efqm.org/efqm-model/model-criteria>. The success factors provide the framework for negotiating the project/programme with alliance/cooperation partners.

