

Sida's Support to Save the Children Sweden's Development Cooperation

**Cecilia Magnusson-Ljungman
Morten Poulsen**

Sida's Support to Save the Children Sweden's Development Cooperation

Cecilia Magnusson-Ljungman
Morten Poulsen

Sida Evaluation 2008:60

Sida

This report is part of *Sida Evaluations*, a series comprising evaluations of Swedish development assistance. Sida's other series concerned with evaluations, *Sida Studies in Evaluation*, concerns methodologically oriented studies commissioned by Sida. Both series are administered by the Department for Evaluation, an independent department reporting to Sida's Director General.

This publication can be downloaded/ordered from:
<http://www.sida.se/publications>

Authors: Cecilia Magnusson-Ljungman, Morten Poulsen.

The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

Sida Evaluation 2008:60
Commissioned by Sida, Sida
Copyright: Sida and the authors

Registration No.: 2008-000361
Date of Final Report: September 2008
Printed by Edita, 2009
Art. no. Sida48286en
ISBN 978-91-586-8141-5
ISSN 1401—0402

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
Address: SE-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm
Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64
E-mail: sida@sida.se. Homepage: <http://www.sida.se>

Table of Contents

List of Abbreviations	3
Executive Summary	5
1 Introduction	11
2 Overview of SCS's Development Co-operation Work	12
2.1 SCS's Objectives & Priorities.....	12
2.2 Child Rights Programming	15
2.3 Gender Equality	16
2.4 Programme Overview	16
2.5 SCS in Pakistan	17
2.6 SCS in Southern Africa.....	18
3 Child Protection	19
3.1 Research & Analysis.....	19
3.2 Advocacy	20
3.3 Awareness-raising	21
3.4 Capacity-building	23
3.5 Direct Support.....	24
3.6 Community Involvement.....	24
3.7 Non-Discrimination.....	26
3.8 Working with and Enabling the State.....	28
3.9 Assessment	28
4 UN Study of Violence against Children	32
4.1 SCS's Work with UNVAC Study.....	32
5 Participation	40
5.1 Promoting Children's Participation in Society	41
5.2 Participation and Programme Cycle Management.....	43
5.3 Commitment, Knowledge & Capacity	44
5.4 Assessment	45
6 Promoting a Vibrant & Democratic Civil Society	47
6.1 SCS's Efforts to Empower Civil Society	48
6.2 Relevance	54
6.3 Effectiveness in Promoting a Vibrant & Democratic Society.....	56
6.4 Efficiency	57
6.5 Sustainability	58
7 Planning, Monitoring & Evaluation	59
7.1 SCS's Objectives & Coherence.....	59
7.2 Monitoring & Evaluation.....	60
7.3 Draft PME Guide	60
7.4 Conclusions.....	62
8 Lessons Learnt & Recommendations	62
Annex 1: Terms of Reference	65

Annex 2: Methodology 70

Annex 3: List of Informants 81

Annex 4: Bibliography 83

List of Abbreviations

ATCs	Anti-trafficking committees
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CRC	Convention on the Rights of the Child
CRP	Child Rights Programming
CSO	Civil society organisation
HQ	Headquarters
IE	Independent Expert for UNVAC study
JJN	Justice Network
JJSO	Juvenile Justice System Ordinance
NGO	Non-governmental organisation
NWFP	Northwest Frontier Province. Pakistan
OECD/DAC	Organisation of Economic Co-operation and Development/Development Assistance Committee
PA	Programme area
PME	Planning, Monitoring and Evaluation
PPA	Pakistani Paediatric Association
PRWSWO	Pakistan Rural Workers Social Welfare Organisation
RAPCAN	Resources Aimed at the Prevention of Child Abuse and Neglect
SCN	Save the Children Norway
SCS	Swedish Save the Children, Rädda Barnen
SCUK	Save the Children United Kingdom
SCUS	Save the Children United States
SEAP	Southeast Asia and the Pacific Region
SEHER	Society for Empowering Human Resources
SEK	Swedish kroner
SEKA/EO	Sida's Division for cooperation with NGOs
SWOT	Strengths, Weaknesses, Opportunities and Threats
TRDP	Thardeep Rural Development Programme
UAE	United Arab Emirates
UCARC	Umtate Child Abuse Resource Centre
UNVAC	UN Study on Violence Against Children
WG CSA/E	Working Group on Child Sexual Abuse & Exploitation

Executive Summary

Background

Between 2005 to 2008, SEKA/EO has provided SEK 507,699,000 to Save the Children Sweden (Rädda Barnen, or SCS), for its international programme. SEKA/EO commissioned COWI A/S to assess the results of SCS's development co-operation work during this period with the purpose of assessing the extent to which SCS's development cooperation effort contributes to SEKA/EO's objective of *strengthening the civil society and enabling poor people to improve their living conditions*.

The evaluation focused on the relevance, effectiveness and sustainability of SCS's programmes and the degree to which SCS *adds value* to the development co-operation process. Case studies of programmes in Pakistan and the southern Africa region (including 7 countries) were undertaken. SCS's global support to the UN Study on Violence Against Children process was also studied. Child protection and child participation were areas of focus for the evaluation. SWOT workshops, desk studies, extensive interviews, site visits and a global survey of partners were used to collect data.

Relevance

SCS's policies, *approaches and strategies are generally relevant to SEKA/EO's overall goal*. Civil society is strongly present in SCS's vision of societal change, its hierarchy of goals and its rights-based approach.

The empowerment of civil society actors cross-cuts almost every project it undertakes. It works with civil society at different levels – community, national, regional and international – which enhances the dynamics of its work. While SCS's goals have a narrower focus (on children) and a more pronounced rights-based approach than SEKA/EO's, there is important overlap in what these two institutions aim to achieve.

In line with the analytical model presented in SEKA/EO's *Guidelines*, SCS's support to its civil society partners reinforces both their *capacity* (organisational support) and their *operations* (operational support) – although different projects and programmes have different emphases.

There also appears *to be a high degree of relevance of SCS's work to the needs and priorities of its civil society partners*. Responses from partners provide an overwhelmingly positive picture of their relationship with SCS:

1. SCS is regarded as more than just a donor. It is a *partner in the true sense* and a close ally. Partners highly regard its openness, sincerity, respectfulness, flexibility and capacity to adjust to changing conditions with regard to both focus and funding. The close and open dialogue with partners leads to the generation of new/innovative ideas.
2. Partners see SCS as having a *clear focus, strong commitment, competent staff* and being a *dynamic leader* within the area of child rights. It has a powerful trademark that lends legitimacy to its partners.
3. Partners appreciate that SCS has a *local presence*, promotes continuity and maintains a long-term focus. Partners also value that the conditions on the ground form the basis for agenda-setting. On the whole, most partners hold that SCS shows respect and *promotes local ownership*.
4. Many partners appreciate that SCS can support more than just projects by assisting in *building organisation capacity* and enhancing knowledge. Finally, being part of SCS's *regional and global networks* is highlighted as a benefit that provides an important opportunity to take part of lessons learnt.

On the other hand, the fact that SCS only undertakes *one-year funding agreements* with partners can be seen as undermining the relevance of the support – both with regard to the needs of most partners (which is longer-term financial support) and of SEKA/EO's principle of establishing partnerships that build on long-term potential.

SCS's work to promote *child participation in society at large and in programme cycle management can be considered highly relevant to SEKA/EO's objective of strengthening the civil society and enabling poor people to improve their living conditions:*

1. By cultivating children's capacities to partake in civil society, *it enlarges the cadre* of civil society actors, which arguably makes it more vibrant.
2. The work promotes *that children* – whose voices are generally marginalised in society – *are heard*. In particular, SCS's support to child-led organisations and their efforts to influence local, national and regional legislation and institutions can be considered important in this regard. In effect, poor children are supported in improving their living conditions and civil society is made more inclusive.
3. Promoting child participation can contribute to a stronger *future civil society* as children grow up and apply their agency as adults. The relevance of children's participation is highly dependent on whether the participation is *meaningful and ethical*. This represents a formidable challenge that SCS generally seems to be well aware of and has developed a leading capacity in.

SCS's work *with child participation also appears to be relevant to children's priorities*. In opinion polls supported by SCS in 2002, children expressed that the right to participation – to take part, to be heard and listened to – was the third most violated right in their lives (the right to protection against violence and abuse and to a safe environment were considered to be the most violated).

While it is not directly relevant to SEKA/EO's overall goal, SCS's work to *promote child protection can be considered highly relevant to the needs and priorities of marginalised children*. Children in Pakistan have expressed the urgent need for violence to end with violence being an important factor affecting, for instance, low school performance, dropout rates, health problems, anxiety and further perpetration of violence and abuse. Likewise, there are large numbers of children in southern Africa that experience violence and abuse as part of their daily lives. Corporal punishment is practiced widely and existing laws do not adequately protect children from this form of physical violence, especially in the home. Children consider physical and humiliating punishments to be one of the most important violations of their rights. Children also report that they fear sexual abuse and other forms of violence. Furthermore, SCS's research work has involved consultations with children and stakeholders and has helped further identify the problems, needs and priorities of children. The projects supported by SCS target some of the most severe child rights violations and SCS systematically tries to address the root causes of the problems.

The mix of methods that SCS applies – research and analysis; advocacy and awareness-raising; direct support and capacity-building – seems to be relevant to the problems, needs and priorities it addresses. There is a dearth of knowledge in the area of violence against children which the research and analysis work addresses. Advocacy and awareness-raising regarding child protection is not an area of work in which there is a high concentration of actors. Capacity-building is fundamental for creating further awareness and instigating change at the institutional level. Direct support addresses the issues head-on at the grass-roots level and helps keep the research, analysis and advocacy work grounded in reality.

The relevance of a few of SCS's efforts that consist of *strengthening government actors* could be questioned in relation to SEKA/EO's objective of *strengthening the civil society and enabling poor people to improve their living conditions*. However, in all cases reviewed, the work involving training, interacting and facilitating dialogue with government actors is clearly a means by which SCS's civil society partners reach their specific goals.

Effectiveness

The study of the *operational support* to civil society organisations in Pakistan and 7 southern African countries that SCS provides through its four methods (research, awareness-raising & advocacy, capacity-building and direct support) *indicates the achievement of results regarding children's right to protection*:

1. Its *research activities* with partners tend to be groundbreaking and help fill knowledge gaps related to violence against children. The studies undertaken in Pakistan and southern Africa are unique in both approach (child participation) and subject area. Likewise, the research conducted to inform the UNVAC study was pioneering. The research work has contributed to the knowledge of SCS, its partners and other stakeholders and, in most cases, constituted important tools in their overall effort to promote the protection of children at community, national and regional levels.
2. The *advocacy work* SCS undertakes with partners to promote children's right to protection is systematic and conducted with strategic vision. It has been bolstered by evidence uncovered in SCS's research studies. SCS and its partners have yielded important accomplishments at the national level in Pakistan, South Africa, Lesotho and Zambia. Likewise, at the global level, the Alliance, led by SCS, made impressive contributions to the UNVAC process and played an instrumental role. This includes building the momentum for the UN ban on all form of physical and humiliating punishment of children and ensuring that the voices of children be heard throughout the process at national, regional and global levels – which has set international precedence. SCS advocacy effort appears to be effective because of careful planning that involves building alliances with partners from the ground level up. SCS does not go for one-off high-profile and glossy campaigns. Instead, it mobilises itself and partners at all levels and establishes a broad front. At the same time, it has been able to maneuver discretely at political and diplomatic levels.
3. Efforts involving *awareness-raising, capacity-building* and *direct support* – which are also usually underpinned by research studies – have had effects at the community/local level. They have contributed to reinforcing systems to protect children and strengthened duty-bearers – such as families, community members, teachers, health workers, religious leaders, police, prison workers, government officials – in their respective roles. Furthermore, there is anecdotal evidence of impact. Of particular note is the litigation work on behalf of children that has been supported in southern Africa. It can be seen as direct support that also has outcomes at the strategic level by virtue of setting legal precedence. Although SCS's direct support has an immediate effect on children's lives, it tends to be very limited in scale – typically involving children in a handful of communities or districts.

The combination of applying SCS's four methods and the synergetic and mutually supportive effects that it yields, appears to contribute to a sum that is greater than its parts. At the same time, SCS works to establish coherence and complementarity between its activities at different levels – regional, national and community – so they support the same overall objective of realising children's right to protection and freedom from violence. Thus, there is dynamic interaction between the four approaches that SCS applies *and* between the *grassroots* work and initiatives at the *macro-level*. Direct support and capacity-building efforts at the local level play important roles in informing and lending credibility to the macro-level advocacy initiatives to protect children and keep them grounded in reality. Meanwhile, the macro-level effort is based on the critical assumption that changes at this level (policies, budgets, legislation, etc.) will have a positive “trickle down” effect on the fulfilment of rights for marginalised children at the community level. Although this is a long, complicated and sometimes unpredictable process, there is some evidence of results.

While SCS's *plans and programmes often convey a muddled impression, SCS in practice applies a clearer, focussed and strategic approach to the goals it wants to achieve.* Likewise, the projects of its partners consist of a lot more than meets the eye in its documentation. However, *monitoring and evaluation* efforts have been ad hoc and insufficiently documented to assess progress and determine whether adjustments are needed to more

effectively reach objectives. The lack of a planning, monitoring and evaluation (PME) system has *undermined SCS's accountability*. In the next programming period, SCS and its partners need to devote significant resources on applying the concepts in the long awaited PME guide to capture and document its problems analyses, goals, strategies, progress and achievements. The *PME guide* would benefit from considerable editing and refinement to ensure that it is user-friendly, more practical, broadens its evaluation criteria and is appropriate in relation to a rights-based *and* results oriented organisation.

Throughout the evaluation, SCS's partners, other Alliance members and external stakeholders have pointed to the need for SCS to *scale up* its efforts. This refers in particular to the successful integrated community-based projects that contribute directly to only a limited number of children – but which could potentially be extended to district, provincial and national levels. Since SCS is a small NGO at the international level, such endeavours would probably require strategic shifts, not to mention considerable financial resources. However, *Save the Children's aim for Unified Presence could potentially serve as a vehicle for SCS to take its successes to scale*. This would require careful and astute strategising at different levels within the organisation to identify opportunities and mechanisms within this context.

In terms of SCS's *organisational support to civil society organisations*, there are multiple indications that SCS is *effective in empowering civil society organisations*:

1. It provides civil society partners with human, financial and socio-political resources;
2. It supports partners in taking purposeful action and exercising of voice; and,
3. The partnerships have contributed to a range of achievements – from effects at the community level to policy changes at the national, regional and international levels.
4. Partners that share SCS's vision are supported to become effective child rights organisations.
The way SCS systematically involves these partners in its research work and advocacy campaigns further contributes to their internalisation of child rights.

By channelling funds through SCS, the value-added that SEKA/EO gains is considerable. It includes SCS's impressive child rights knowledge, expertise and experience; the dynamic partnerships it fosters; the networks it energises; the interplay it promotes between local, national, regional and international levels; and, its formidable track-record of influencing and changing policy internationally – starting right with the Convention on the Rights of the Child itself.

Taken together, SCS contributes to a vibrant democratic civil society for the rights of the child in a way that few others can match. Even among the Save Alliance members SCS stands out: within the Alliance SCS is recognised for its effective advocacy work; its knowledge of the human rights framework and how to work it; its holistic perspectives and approaches; its steadfast commitment to children's participation and its high-quality communications and campaign materials.

Nevertheless, there is some *room for improvement* in the effort to empower civil society organisations. This includes: i) establishing multi-year financial agreements with at least its core partners; ii) improved means of collecting and disseminating good practice and lessons learnt to partners; and, iii) undertaking systematic follow-up after training sessions with partners to determine effects and usefulness of the capacity gained. Partners would also like to see more opportunities for training and networking.

Sustainability

By i) systematically aiming to address the root causes of child rights violations; and, ii) promoting the institutionalisation of child protection systems at community and national levels (promoting duty-bearers to fulfil their responsibilities), *SCS's operational support to civil society organisations in Pakistan and 7 countries in southern Africa can be considered as fairly sustainable, although this varies with each method applied*:

1. SCS's *research work* is likely to continue to have the effect of enhancing knowledge of violence against children and child protection – as long as the results continue to bridge knowledge gaps and remain relevant to the context.
2. The benefit from successful *awareness-raising* of violence against children and child protection will have a high likelihood of being maintained: generally, once people are made aware, they remain aware. Likewise, the community approaches applied by partners in southern Africa and Pakistan have strong potential for sustainability, since much of the inputs and actions required lie with the community members themselves and not dependent on outside actors. In addition, the interventions, which focus both on eliminating violence and promoting protection systems, are attuned to the local cultural and institutional contexts which also enhance sustainability.
3. The extent to which the *capacity-building* of partners and stakeholders (health workers, prison workers, local governments etc.) is sustainable depends on how skilled each respective organisation is at institutionalising the knowledge received. There is evidence that, for instance, the capacities of prison workers and paediatricians in Pakistan and the integrated community child protections systems in the Eastern Cape are being institutionalised.
4. *Direct support* is by nature less sustainable because of the need for financial capacity to maintain the benefits from the intervention. For instance, access to psycho-social counselling for juvenile inmates, victims of abuse, runaways, former camel jockeys and street children, is not sustainable as such, since there will always be a need for such assistance among abused and exploited children. (However, the effects at the individual child's level – such as improved mental health – can in theory be sustained for a lifetime.) Arguably, these types of interventions will only be sustainable when the state fully assumes its role as duty-bearer so that all children's rights are realised.

On the whole SCS's support to developing the technical and organisational capacities of partner NGOs generally contributes to them becoming more institutionally sustainable. A factor that would enhance this would be the extent to which the support caters to the needs, priorities and roles of each NGO. This would require that i) the training and organisational development is based on an assessment of the needs and priorities of the organisations; and, ii) monitoring and follow-up of training is undertaken to assess relevance, effects and outcome at the organisational and individual levels. The evaluation team found that SCS is taking steps to prepare organisational development plans for core partners. This will, however, need to be accompanied by monitoring and follow-up to determine progress and whether and how adjustments need to be made.

The sustainability of civil society organisations also depends on their ability to secure *longer-term financing*. Nearly a quarter of the partners that responded to the survey requested more training in fund-raising. In some cases, SCS has been instrumental in linking up partners with international donors that has resulted in funding. At the same time, SCS plays a key role in supporting national and regional networks, which has helped establishing platforms and links that makes the partners less vulnerable in financial and organisational terms.

Efficiency

The evaluation team has not undertaken a full financial analysis of SCS's programmes. The team has nevertheless made a few general observations concerning efficiency in relation to SCS's general approach:

1. SCS's partners examined by the team seem *suitable for the tasks* at hand. Partners generally have the goals, perspectives, knowledge and technical capacity that are relevant to the work they undertake with SCS.

2. The relationship between financial *input and outputs* appears to be reasonable, and in some cases is very positive. However, multi-year funding modalities, at least for core partners, would be a welcome way to improve the efficiency of partners since it would reduce the frequency of the administrative tasks and processes that annual negotiations and agreements entail.
3. SCS is active in promoting efficiency by facilitating and strengthening local and regional *networks*. However, in South Africa, SCS has limited programmatic cooperation and exchange with other international organisations working in the same field. This undermines efficiency and counters the principles of the Paris Declaration.

1 Introduction

Sida's Division for cooperation with NGOs (SEKA/EO) aims to support the strengthening of a vibrant and democratic civil society in partner countries. To meet this goal, and at the same time streamline the administration and assessment procedures for project proposals, SEKA/EO has introduced a system of multi-year framework agreements. In 2004, SEKA/EO entered such an agreement with Save the Children Sweden (Rädda Barnen, or SCS), which covered years 2005 to 2007 and was worth SEK 376,699,000. In 2007, Sida provided an additional SEK 131,000,000 to bridge the period up until the SCS's new programme of 2009–2012.

SEKA/EO commissioned COWI A/S to assess the results of SCS's development co-operation work from 2005 to 2008. This document is the resulting evaluation report. According to the terms of reference (see Annex 1), the purpose of the evaluation is to assess if SCS's development cooperation effort contributes to SEKA/EO's objective *of strengthening the civil society and enabling poor people to improve their living conditions*.

The objective of the evaluation is to assess the effectiveness, impact, relevance, sustainability and efficiency of the SCS's programmes financed by the support from SEKA/EO with particular emphasis on *effectiveness, relevance, sustainability* and the degree to which SCS adds value to the development co-operation process.

In April 2008, COWI embarked upon the evaluation which was led by Cecilia M. Ljungman. She was joined by Morten Gøbel Poulsen (team leader for South Africa case study), Dinky Bogatsu (South Africa case study) and Zehra Kamal (Pakistan case study). Quality assurance has been provided by Britha Mikkelsen.

The team gathered data for this evaluation through desk studies, interviews, workshops, a survey of partners and case studies of SCS's work in Pakistan and southern Africa. The case studies were chosen in consultation with SCS and Sida based on criteria that are outlined in Annex 2. Limitations of the study include the small size of the evaluation in relation to SCS's vast programme; imprecise goal formulations and insufficient reporting by SCS; security concerns in Pakistan; and, that the team were unable to observe child participation in action. The methodology used in the evaluation is outlined in full in Annex 2.

In agreement with SEKA/EO, the team selected three areas of SCS's work for the evaluation to focus on. The first is *children's right to protection* and SCS's effort to address violence, abuse and exploitation of children. This has been studied at country and regional level, as well as at the global level in relation to the *UN Study on Violence against Children*. The second area analysed is SCS's work to promote *children's right to be heard and participate* in society. Third, the team has assessed SCS's effort to *empower civil society organisations*.

The report is written to be read as a whole. The subsequent chapter offers a descriptive overview of SCS's objectives and priorities and the basic features of its international programme. The following five chapters are structured so that the first half provides the evidence that is used to draw conclusions in the assessment section at the end of each chapter. Thus, Chapter 3 first outlines SCS's work to promote children's right to protection and then assesses its relevance, effectiveness and sustainability. Chapter 4 analyses and assesses SCS's work undertaken in relation the *UN Study on Violence Against Children* (UNVAC Study). The focus is on SCS's actions at the global level, although aspects of the regional efforts are also discussed. Chapter 5 discusses SCS's effort to promote children's participation in society and in SCS's own management cycle. Chapter 6 looks at to what extent SCS is contributing to the empowerment of civil society organisations. Chapter 7 provides a few observations in relation to SCS's

planning, monitoring and evaluation work. The final chapter provides lessons learnt that may have wider applicability and recommendations for Sida and SCS.

In line with the terms of reference, relevance, effectiveness and sustainability are assessed in Chapters 3, 4, 5 and 6 in accordance with Sida's (OECD/DAC's) definitions of these evaluation criteria. Relevance is examined in relation to the priorities of the target group(s) and EO's overall goal – which includes conforming to SEKA/EO's guiding principles of promoting democratic development of society as described in its *Guidelines for Grants from the Appropriation for Non-Governmental Organisations* (2007). This encompasses linking the global and local perspectives; encouraging dialogue and reciprocity; and, supporting ownership and initiative of partners. Furthermore, relevance in relation to SEKA/EO's goal entails establishing whether SCS both reinforces the capacity *and* operations of its partners to i) make the voices of the poor and marginalised in society heard; and, ii) engage in social services that increase the possibility of the poor to change their living situation. In Chapter 6 relevance is also considered in terms of the added value that SCS brings to its partners' efforts.

Effectiveness is determined by assessing the extent to which set goals have been fulfilled and results achieved. In Chapter 6, SCS's work is also assessed in relation to the effectiveness of achieving SEKA/EO's overall goal and the added value that channelling support via SCS brings to Sida. Sustainability is considered in terms of the likelihood that the benefits from an intervention(s) will be maintained at an appropriate level for a reasonably long period of time after the withdrawal of support.

Efficiency is mainly analysed in relation to SCS's work with its partners to strengthen a democratic and vibrant civil society. Impact, being long-term effects that can hardly be achieved within the short programme period in question, is not assessed as such, but anecdotal evidence of impact that the team came across during the evaluation process is provided.

The evaluation team would like to extend its sincerest gratitude to SCS, its partners and others who have contributed their time and views to this evaluation.

2 Overview of SCS's Development Co-operation Work

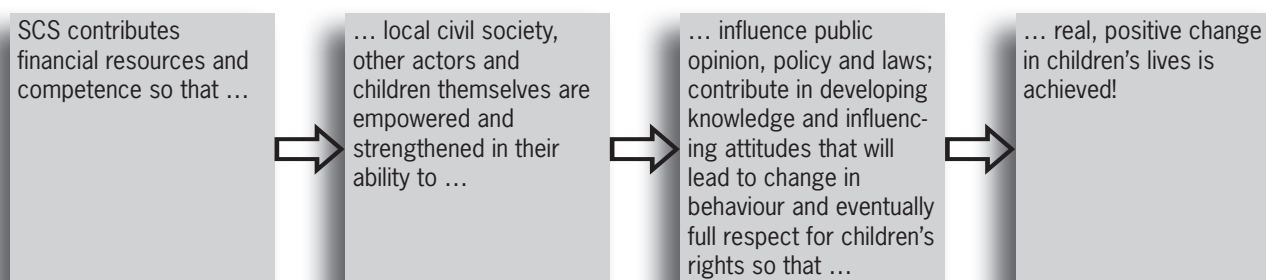
This chapter provides a brief overview of SCS's objectives and priorities; the basic features of the child rights programming approach it applies; the structure of its international programme; and, the highlights of its programmes in Pakistan and southern Africa.

2.1 SCS's Objectives & Priorities

Founded in 1919, SCS has 85,000 individual members in Sweden. SCS operates nationally and internationally to make the UN Convention on the Rights of the Child a reality for children around the world. SCS vision is "a world in which all children's rights are fulfilled". Save the Children Sweden works for:

- a world which respects and values each child
- a world where all children participate and have influence
- a world where all children have hope and opportunity

The Compass, which is SCS' overarching governing document, describes SCS' theory of change as follows:



SCS's hierarchy of goals is relatively complex. First, there are three long-term objectives described in the Compass:

1. Children being protected from discrimination, exploitation, violence and other abuses;
2. Children having their voices heard and exercising influence over their situation;
3. Children being ensured a safe and healthy upbringing and learning that provides self-esteem and relevant knowledge.

It also defines four (+ two) strategic objectives:

1. Decision makers and authorities take into account the rights of the child in planning, policy making, allocation of resources and practical action;
2. The media monitors and promotes the rights of the child;
3. Civil society, including children's own organisations, monitors and promotes the rights of the child;
4. Families and individual children and adults in local communities, respect, protect and reinforce the rights of the child;
5. Developing [partners'] capacity and self-reliance as child rights advocates;
6. [Ensuring that partners participate] actively in networking and sharing experiences with Save the Children Sweden and other organisations.

There are six global priority areas:

1. Work against violence;
2. Promotion of marginalized children's rights to education
3. Promotion of children's right to support from adults – especially parents, caregivers and professionals
4. Strengthening SCS local voluntary work in Sweden in order to realise children's rights
5. Strengthening of partner organisations and contributing to a global child rights movement
6. Strengthening SCS's competence, identity and profile as a child rights organisation.

No less than 10 regular programme areas (PAs) have been defined:

- PA1: Children exposed to harmful labour, physical, psychological and sexual abuse
- PA2: Children separated from their family or without sufficient family support
- PA3: Children in armed conflict and disasters

- PA4: The right to non-discrimination based on gender, disabilities, ethnic and social background
- PA5: The right to grow up in a good environment and enjoy the best possible health
- PA6: The right to a good and relevant education in a safe and stimulating environment
- PA7: The right to be heard and participate in the family, school, society and the media
- PA8: The human rights of the child and child rights programming
- PA9: Good governance in the best interest of the child
- PA10: A civil society for the rights of children

In addition, funds are also programmed in an eleventh area which concerns development of methods and follow-up. SCS applies four methods of work which are supposed to be applied in an integrated and mutually supportive way within a country programme. They are:

1. Research and analysis
2. Advocacy and awareness raising
3. Knowledge dissemination and capacity building
4. Direct support

The proposal to Sida from SCS, entitled *Plan of Operations for 2005–2007*, defines goals in relation to the 10 programme areas above.

In an effort to improve the organisation's focus for the next programming period, SCS's board has recently redefined the areas of work from 2009 to 2012 as:

1. The Rights of the Child/Civil Society
2. Education
3. Child protection
4. Children in emergencies

The first of these areas is supposed to permeate all programmatic work.

In the interest in improving learning process from 2005–2008 to the next programming period, Sida and SCS agreed that SCS should report on the four areas above in its 2005–2007 report on achievements, using the following five dimensions of change which, in line with its CRP approach, SCS will plan and monitor its future efforts by:

1. Policies and practice
2. Non-discrimination
3. Participation and active citizenship
4. Civil society's and communities' capacity
5. The lives of children and young people with specific regard to girls' and boys' specific conditions (other than non-discrimination and participation)

Since this evaluation focuses on support to child protection, a vibrant and democratic civil society and child participation, it will focus on the "old" programme areas PA 1, PA 2 (child protection), PA 7

(participation) and PA 10 (civil society); the two of the new goals (Rights of the Child/Civil Society and child protection) and dimensions 3 (participation and active citizenship) and 5 (civil society and communities' capacities).

2.2 Child Rights Programming

SCS is guided by the Convention on the Rights of the Child in its work. Its ambitions are to have human rights principles permeate its analyses, organisation and implementation process thereby working towards the application of a full rights-based approach. To guide its child rights programming approach, SCS, on behalf of the Alliance, has produced *Child Rights Programming – A Handbook for International Save the Children Alliance Members* (published in 2002 and then updated in 2005) and *Getting it Right for Children – A Practitioner Guide to Child Rights' Programming* (2007).

While there are several ways of applying a rights-based approach, it is commonly understood that a significant difference between a full-on rights-based approach and needs-based approaches to development is that the *process* of realising human rights is central to the former. A person is a subject of his or her rights and an active participant in his or her development. Thus, a rights-based approach aims to contribute to the practicality and active enjoyment of rights. SCS's approach to Child Rights' Programming takes this into account and implies that the realisation of children's rights is both an outcome goal and a process goal.

In the *Handbook*, thirteen key components of Save the Children's child rights programming are outlined:

1. *Focus on children*: a clear focus on children, their rights and their role as social actors.
2. *Holistic view of children*: considering all aspects of a child while making strategic choices and setting priorities.
3. *Accountability*: a strong emphasis on accountability for promoting, protecting and fulfilling children's rights across a range of duty-bearers.
4. *Supporting duty-bearers*: consideration of the ways in which duty-bearers could be helped to meet their obligations through technical assistance, budget support and other forms of partners.
5. *Advocacy*: the importance of advocacy, public education and awareness-raising as programming tools to ensure that duty-bearers are held to account.
6. *Participation*: the promotion of children's effective participation in programming (and beyond), according to children's evolving capacities.
7. *Non-discrimination*: a commitment to the inclusion of the most marginalized children and to challenging discrimination on such grounds as gender, ethnicity, (dis)ability, etc.
8. *The best interest of children*: consideration (with children) of the impact on children of all programme choices.
9. *Survival and development*: a focus both on the immediate survival of children as well as a commitment to enduring the development of their full potential.
10. *Children as part of a community*: an understanding of children's place in their families, communities and societies and the role that their parents and other caretakers have in defending their rights and guiding their development.
11. *Root causes and broad issues*: a focus on the underlying causes as well as immediate violations.

12. *Partnerships*: building partnerships and alliances for the promotion, protection and fulfillment of children's rights.

13. *Information and knowledge*: Facilitating access to and understanding of children's rights for children themselves, their communities and key duty bearers, including government.

In the period 2005 to 2007, some of SCS's programme areas can be seen as encompassing both outcome goals and rights-based process goals, such as PA 4 – the right to non-discrimination based on gender, disabilities, ethnic and social background; and PA 7 – children's right to be heard and participate. The new programme areas for 2009–2012 combined with the 5 dimensions of change seems to be an improvement since they more adequately captures SCS's outcome goals with the principles of its own child's rights programming.

2.3 Gender Equality

SCS bases its gender mainstreaming on the *Gender Equity Policy* produced by the Alliance in 1999. In 2000, SCS took the lead to produce *A Girl's Right to Development, Equality and Peace*. This document discusses the Beijing Platform for Action and the CRC and how their content provide a foundation for Save the Children's work. Strategies to promote the rights of girls using the CRC are also provided.

The promotion of gender equality is not one of SCS's programme areas as such. However, both programme areas that cross-cut the others – PA 4 (the right to non-discrimination) and PA 7 (children's right to be heard and participate) highlight the importance of gender equality. This means that for any project implemented, the discrimination aspect in terms of girls and boys must be considered. Likewise, efforts to ensure children's participation need to be conscious of the different needs, desires and roles of boys and girls.

2.4 Programme Overview

SCS is headquartered in Stockholm with a staff of around 35 focusing on SCS's international programme. Its regional offices include:

1. *Nairobi* covering Eastern and Central Africa with 258 staff members, (including country offices in the region)
2. *Stockholm*, with 8 staff covering Europe
3. *Lima* covering Latin America, with 40 staff members
4. *Beirut* covering Middle East and Northern Africa, with 38 staff members
5. *Kathmandu* covering South and Central Asia, with 113 staff members
6. *Pretoria* covering Southern Africa, with 13 staff members
7. *Bangkok* covering Southeast Asia & the Pacific, with 47 staff members
8. *Dakar* covering West Africa, with 79 staff members

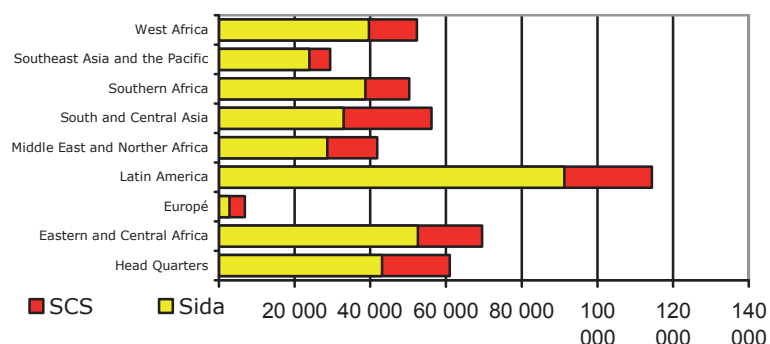
Within these regions there are country offices, totalling 18 globally. SCS is the only organisation in the Alliance with regional offices.

Box 1 – The Alliance: SCS joined the International Save the Children Alliance in 1998, which is an umbrella organisation consisting of 29 autonomous, NGO organisations. After SCUUK and SCUS, SCS is the third largest organisation within the Alliance. The Alliance aims to pool resources, establish common practices and undertake joint projects. The members of the Alliance have agreed to work towards establishing a unified presence.

SCS argues that a structure that allows for a regional perspective adds value to its work and promotes cost-effectiveness since it allows for regional learning and regional approaches with regard to advocacy and networking, while cross-border issues such as trafficking and migration can be dealt with more coherently.

SCS's international operations include 92 programmes at regional, country and HQ level. SCS deems that within these programmes there are 230 individual projects at regional/country level and 42 at HQ level are relevant to SEKA/EO's goal of strengthening civil society. The total expenditure for SCS's international programme between 2005 and 2007 was 1,033,700,000 SEK. The total Sida contribution from SEKA/EO is about 35% or 376,699,000.¹

Table 1: Distribution of expenditure per region showing Sida's contribution in relation to total programme cost² (TSEK):³



2.5 SCS in Pakistan

The programme in Pakistan dates back over 20 years. It grew from the emergency assistance SCS provided to Afghan refugees, and until five years ago, had its offices in Peshawar. The budget for implementing the *Plan of Operations 2005–2007*, amounted to SEK 14 million. In addition, SCS undertakes other projects with, for instance, partners such as IKEA and UNICEF. There are 7 staff members working with programme related activities.

The Pakistani programme has a strong focus on protection of children – with a particular emphasis on those sexually abused and exploited and/or in harmful labour situations. There are budget lines for 6 of the 10 programme areas (see section 2.1), and the most important programme areas are *children exposed to harmful labour, physical and psychological and sexual abuse* (PA1 – SEK 2.74m), *children separated from their families or without sufficient family support* (PA2 – SEK 2.54m) and *a society for the rights of the child* (PA10 – SEK 2.33m).

SCS Pakistan undertakes its programme using the four approaches prescribed by the Compass – research & analysis; advocacy & awareness raising; direct support and capacity-building. While much of the advocacy work and some of the awareness-raising focuses on the national level, the service delivery work focuses on a handful of communities in different poorer parts of the country.

SCS/P has worked with 16 different partners during the programme period. Two of these are state actors and two are NGO networks. The rest are NGOs – a mix of activist, membership-based and community-based local organisations. Four focus exclusively on children. Nine of the organisations received financial support throughout the four years.

¹ As mentioned earlier, SEKA EO granted another SEK 131,000,000 for 2008. In addition, between 2005–2007, SCS also received 107,104,000 SEK from Sida for humanitarian work; 11,406,000 SEK from the Swedish embassies in Kenya and Zambia and 20,332,000 SEK from other Sida sources (of which 15,000,000 SEK relates to Rewrite the Future in Côte d'Ivoire).

² Headquarter cost includes costs for expatriates.

³ These tables are from SCS's 2005–2007 report to Sida.

In the upcoming programme period SCS/P has identified three core partners with which it will develop a closer co-operation and whom it will support with more organisational development. These are Society for Empowering Human Resources (SEHER); the Thardeep Rural Development Programme (TRDP) and the Child Rights and Abuse Committee of the Pakistani Paediatric Association (PPA).

SCUS and SCUK have large programmes in Pakistan. SCUS mainly works with service delivery in the health sector in different parts of the country. SCUK has moved away from small-scale projects and works at the district level. It places importance on advocacy. The Alliance members hold monthly country director, HR and communication meetings. Together they have hired a humanitarian coordinator, who is based in SCUK and whose salary is shared among the three alliance members.

2.6 SCS in Southern Africa

SCS involvement in Southern Africa dates back to 1960 when it was supporting children of political prisoners and children in exile. The support addressed education and was mainly channelled through the African National Congress (ANC) in neighbouring countries. In 1995, SCS started a more comprehensive development programme in the region and opened an office in Cape Town. The office later moved to Pretoria where it serves as a regional office for Angola, Botswana, Lesotho, Mozambique, South Africa, Swaziland and Zambia. In total, SCS employs 13 staff members in the region. Eleven are based in Pretoria. The other staff work in the country office in Lusaka.

Over the past 5 years, the total SCS budget for the Southern African Region (SAR) has ranged between SEK 27 and 30 million per year. In 2008, it is expected to be SEK 28 million. Of this amount, approximately 10.4 million comes from the Sida/EO framework; 9.4 million from local Swedish Embassies (mainly Zambia); and, 4.3 million from SCS own sources. The rest of the funding comes from various public and private donors.

The largest programme area in southern Africa is *good governance in the best interest of the child* (PA9 – SEK 11.87 m). About 17 organisations are supported for work in this area, which includes advocating for legislative reform; litigation on behalf of children's rights; monitoring and advocating for increased expenditure on children in national budgets and securing social security entitlements for children in South Africa. The programme area covers all 7 countries in the region.

The second largest PA is *children exposed to harmful labour, physical and psychological and sexual abuse* (PA1 – SEK 9.46 m) and 15 partners work in this area, jointly covering all seven countries. The projects in this area have focused on participating and contributing to the process related to the UN study on violence against children (see chapter 4); developing models to prevent child abuse with links to relevant government structures and legal reform processes in relation to corporal punishment.

The third largest area of work is *the human rights of the child and child rights programming* (PA 8 – SEK 71.4 m). In addition to introducing and developing CPR among partners, this work also includes supporting SC Sweden's partners in monitoring government performance on children's rights. Ten organisations are supported in this area and all countries are covered except Mozambique.

In comparison to the Pakistani programme, there is a much stronger focus on good governance and children's socio-economic rights in southern Africa (and in South Africa in particular). Also, HIV/AIDS is a prominent theme. At least a dozen organisations are involved in HIV/AIDS related issues.

SCS/SAF has worked with nearly 40 different partners during the programme period. Roughly half are based in South Africa and 14 are Zambian. Two of these are state actors, two are university-based organisations and six are NGO networks. The rest are NGOs – a mix of activist, membership-based and community-based organisations. Four focus exclusively on children. Nine of the organisations received financial support throughout the four years.

SCUK is also present in South Africa. It is located in the same building as SCS in Pretoria, however in a separate office. In Zambia SCS shares its premises with SC-Norway. In Angola a unified Save the Children office has been opened. In Swaziland SCS supports Save the Children Swaziland in relation to five different programme areas.

3 Child Protection

This chapter is based on data gathered through interviews (with SCS, partners and external stakeholders/resource persons), site visits and SWOT workshops. Data was also collected by analysing SCS's programme documents and reports; partners' reports and project documents; and evaluations and other relevant written material. The data and its sources have been carefully scrutinised and triangulated to verify facts and overcome biases. Examples of both outputs⁴ and outcomes⁵ are provided.

The protection of children is the dominant area of work for SCS's programmes in southern Africa and in Pakistan. While there is one clear programme area where protection is central (PA1), children's right to protection is well integrated in the other programme areas too (see Box 2 below). To take this into account, this section will address protection with a lens that is wider than PA1 and analyse how SCS promotes the protection of children in relation to the 4 methods it applies – research & analysis; advocacy, awareness-raising; capacity-building and direct support. It will also assess to what extent key aspects of child rights programming (CRP) has been applied in its approach. This includes community-involvement; non-discrimination; and, working with and enabling the state. Children's participation and empowering civil society – also dimensions of CRP – are covered in the subsequent two chapters. The last section of the chapter assesses the relevance, effectiveness and sustainability of the support.

Box 2 – The Interaction between Protection & Education: In SCS's support, protection cross-cuts its efforts to promote children's right to education. SCS's work in schools in Pakistan and South Africa has involved training teachers about positive forms of discipline and informing children of their rights to protection. At the same time, education also constitutes a means to improve protection. For instance, as part of SCS's support to juvenile justice in Pakistan, education is a prominent feature and one highly appreciated by the child inmates. Another example is that the former camel jockeys/children at risk of being trafficked are provided with educational opportunities. Also SCS's work with children at risk of being harmfully employed or who are involved in child labour includes providing education opportunities.

3.1 Research & Analysis

SCS and its partners have conducted research in several areas related to children's protection. In all cases, children have been consulted to varying degrees in the research process. In the studies examined by the evaluation team, the research efforts were unique and pioneering:

- The study *Camel Jockeys of Rahimyar Khan*, (undertaken with the Pakistan Rural Workers Social Welfare Organisation – PRWSWO) is the first study in which the views of boys who have been trafficked to UAE are documented.

⁴ I.e. the products and services that are the planned direct results of SCS's and its partner's efforts.

⁵ Achieved short-term and medium-term effects of SCS's and its partners' work. These are highlighted in the text by the label "outcome" for easy reference.

- The Study *Commercial Sexual Exploitation of Children* (undertaken with the NGO Working Group against Sexual Abuse and Exploitation) was the first of its kind in Pakistan. It squarely placed the issue to government authorities who had previously not recognised the extent of the problem. A direct *outcome* of SCS and its partners' work is that the government has since adopted a national plan of action which addresses child sexual abuse and exploitation.
- The Pakistani study *Exposure of Children to Pornography* found that mini cinemas and Internet cafés are used by adults to introduce pornography to children as a step in subjecting them to sexual exploitation. The study documented that the incidence of children forced to view pornographic material was very high among the street children.
- SCS supported a child participatory study conducted by the Institute for Security Studies in South Africa to look at the issues of children involved in organised armed violence entitled *It feels like it is the End of the World: Cape Towns Youth talk about Gangs and Community Violence* in 2007. An *outcome* of this study is that it has been used in connection with workshops focusing on engaging civil society organisations in discussions on addressing children's involvement in gangs as part of the Department of Community Safety's request to RAPCAN (Resources Aimed at the Prevention of Child Abuse and Neglect) and SCS for assistance in revising its Anti-Gang Strategy.
- SCS is currently finalising pioneering research on the deplorable conditions for children in coalmines in the remote parts of Balochistan. Apart from the highly exploitative working environment, gruelling hours and very dangerous working conditions, the level of sexual exploitation among the boys in the mines is extreme – with more than 80% of the children suffering from sexually transmitted diseases.
- In southern Africa and Pakistan, the information available on the levels of physical and humiliating punishment of children was very limited. In both places, SCS has contributed with gathering important data and producing reports which have fed into the UN Study on Violence against Children (*outcome*).
- In South Africa, Swaziland and Zambia, SCS conducted qualitative and quantitative studies on physical and humiliating punishment that included consultations with 5000 children. This is the first time children in the region had the opportunity to express their views and experiences on corporal and other forms of humiliating punishment in the home and at schools.
- In partnership with UNICEF, SCUK and the provincial government in Northwest Frontier Province (NWFP), SCS in Pakistan led a participatory study on corporal punishment which resulted in the report *Disciplining the Child*. The study involved consultations with 3500 school children, 1200 parents and 485 teachers.

3.2 Advocacy

Advocacy for the protection of children has contributed to several results at the macro level in both Pakistan and southern Africa. In both Pakistan and South Africa, SCS aims to influence legal reform processes so that they prohibit corporal punishment. It has used its research on physical and humiliating punishment of children in each country (as well as the UN Study) to inform its advocacy campaigns.

In Pakistan, SCS and its partners have advocated for a law against corporal punishment in schools and institutions. This has not yet been achieved, although one *outcome* has been that the current draft of the Child Protection Bill has incorporated clauses banning corporal punishment in schools and work places. Another *outcome* is that the provincial government in the Northwest Frontier Province (where SCS and its partners earlier conducted participatory research on corporal punishment) has in the meantime issued a notification directing teachers not to use corporal punishment. Furthermore, the National Plan of Action relating to child protection also addresses corporal punishment in schools. The evaluation team assesses that SCS and its partners' influence on these *outcomes* has been significant.

SCS and its Pakistani partners have also undertaken a concerted advocacy effort for the protection of sexually abused and exploited children. They drafted the National Plan of Action against sexual abuse and exploitation of children, which has been approved by the government (outcome). It has also provided technical input on sexual abuse and exploitation of children to the draft Child Protection Bill, which is expected to be approved soon (outcome). Meanwhile, advocacy work (based on the study *Exposure of Children to Pornography* discussed above) to ensure regulation of internet cafés in the interest of protecting children from sexual abuse and exploitation has yet to make headway.

Using its qualitative and quantitative research on physical and humiliating punishment, SCS and its partners in southern Africa SCS have also made progress in affecting change: in Lesotho SCS and its partner the National Coalition on the Rights of the Child lobbied to ensure that the draft Child Protection Bill now contains clauses prohibiting corporal punishment in the penal system and in related institutions, while the draft Education Bill includes a ban on corporal punishment in schools (outcomes).

In Zambia legislative reform processes have not come as far as the drafting of legislation. Nevertheless, SCS reports that after lobbying with its partners, government officials are committed to include corporal punishment as one of the issues to be explored in the comprehensive overview of child-related legislation that began in 2006 (outcome). SCS and its partners have also influenced the Ministry of Education to i) commit itself to implement strategies to end corporal punishment in schools; and, ii) has taken steps to incorporate positive discipline techniques in the training of new teachers (outcomes).

In the case of South Africa, corporal punishment is prohibited in schools and child-care institutions (although the law is poorly enforced) but is still permitted in the home through a so-called “defence of reasonable punishment” clause that the parents may apply. Since the work linked to the UN Study on Violence against children, SCS and partners have undertaken extensive lobbying to ensure that a ban on corporal punishment was included in the new Children’s Bill. They also pushed for the inclusion of a clause providing for programmes to promote positive (non-violent) discipline to be rolled out. While the latter was indeed part of the approved bill (outcome), the prohibition on parental corporal punishment was removed from the Bill at the last minute. Nevertheless, SCS and its partners have clearly started a process, which several stakeholders feel can deliver results in, say, 5–10 years to come.

Other advocacy efforts in South Africa include using the study on gang violence in advocacy efforts directed at the city of Cape Town and Parliament. This has influenced the Child Justice Bill (outcome). SCS and its network of partners have also contributed positively towards gender sensitive legislative reform like the Sexual Offences Bill which protects women, children and men from sexual abuses (outcome).

In Angola, SCS has made no significant progress in moving the agenda of banning physical and humiliating punishment forward. SCS maintains that this is due to the weak interest in both civil society and government.

3.3 Awareness-raising

Awareness-raising of children’s rights has been an integral part of most projects. It often draws upon the research work SCS and its partners have undertaken. Awareness-raising efforts have focused on micro, meso and macro levels, but due lack of systems to measure results, the outcome of awareness-raising is difficult to establish. There has been no systematic follow-up on the effects of awareness-raising, or for instance, whether attitudinal and behavioural changes have taken place. Instead, reports tend to focus on how many people have been imparted with information on, for instance, corporal punishment, positive discipline or sexual abuse and exploitation of children.

In southern Africa SCS reports that there is a “substantial increase in awareness in society of the impact of child abuse and the importance of both prevention and response programmes” and cites the existence of local media reports as evidence. While this claim lacks solid substantiation, the team has nevertheless found some indications of greater awareness of child abuse. An example is SCS’s work to improve the prevention and protection of child abuse by developing integrated models at the community level (involving e.g. social workers, police, parents, schools, church leaders and other community leaders) in 4 districts in Eastern Cape province in South Africa. It has been able to document an increase in the number of cases of child abuse being reported to the provincial referral centre (*outcome*).

Partners like UCARC (Umtate Child Abuse Resource Centre), RAPCAN and Childline have developed manuals and pilot models that are based on close co-operation with local entities – schools, community based organisations, local power structures. The work is solid and professional, but there is tendency to use more conventional instruments (group discussions, community meetings, information materials, teacher training, etc). However, some of the issues that the partners are dealing with, such as corporal violence, sexual abuse, and perspectives on masculinity and sexuality that are highly complex and deeply rooted in local cultures. Thus, it has been a challenge to find evidence of behavioural in the communities as a result of its work. Part of the problem is lack of adequate monitoring methods and, for instance, RAPCAN is now adopting a monitoring system from Brazil. Nevertheless, there is a need for the organisations to look for innovative methods that address power relations as well as local practices and beliefs “below the surface” and find new angles into the local communities. Experience from South Africa and other countries in the region demonstrate that cultural instruments such as forum theatre and “edutainment”⁶ can be effective in such processes of sensitisation and behavioural changes, as “icebreakers” and “openers” for reflections and discussion.

It is noted positively, that SCS have recently brought new partners into its SAR programme that have alternative approaches to awareness-raising. One example is the support to the South African Council of Churches (20 million members) to develop a religious stance against corporal punishment and use it to raise awareness at community level. The Council has contributed to the website “Churches network for non-violence” that has extensive information on physical and humiliating punishment and offers advice on positive discipline: <http://www.churchesfornon-violence.org/q&a.html>

The NGO Molo Songololo has worked on raising awareness to bring on board men and boys to prevent sexual abuse and exploitation. Keep the Dream, another South African NGO, tries to raise awareness among groups of mixed community members – including parents, teachers, caregivers, other community members and children. As the projects are relatively new, it is still too early to document effects.

In Pakistan there are a couple of cases of awareness-raising producing effects. Drawing on the research work previously undertaken, the anti-trafficking project in Rahimyar Khan raises awareness regarding child rights and protection among different community groups – teachers, parents, religious leaders, the media, employers of children, local government and law enforcement authorities. The project has identified a total of 300 former camel jockeys in the area, around 80 of whom are receiving assistance – counselling, education and skills training. To the project staff’s knowledge, no child has been trafficked from the area between 2005 and 2007 (*outcome*). Furthermore, stakeholders deem that SCS’s awareness-raising work in relation to trafficking of camel jockeys to UAE is likely to have been a contributing factor to a heightened vigilance among Pakistan’s border control – particularly at airports (*outcome*).

Within the prison system, SCS and its partners have also achieved effects in raising awareness about children’s rights. For instance, child inmates are no longer kept with adult offenders, curtailing the sexual abuse of them (*outcome*). Also, partners report that corporal punishment is no longer used on

⁶ The combination of “Education” and “Entertainment”, described in A. Singhal “Entertainment-Education and Social Change”, (2004) and used by Soul City in Soul City in South Africa, for example

children (*outcome*). Among the children, health and hygiene awareness has dramatically improved cleanliness which has promoted self-esteem (*outcome*).

As part of its awareness-raising efforts, SCS has sometimes produced materials. In Pakistan brochures on “Net smart rules” for children and posters on safe internet surfing for children (both produced with children’s participation) were printed in Urdu and English and widely disseminated in schools across the country. The posters were also displayed in some of the internet cafes. In South Africa toolkits on positive discipline in schools have been prepared. They include a story book, an activity book, a book with tips for teachers and a training manual.

3.4 Capacity-building

A majority of SCS’s efforts in Pakistan involve capacity-building at some level. The project of managing abused children in health settings run by the Pakistan Paediatric Association is a capacity-building effort which aims to institutionalise multi-disciplinary management of child abuse cases by establishing Hospital Child Protection Committees in 9 major hospitals. Between 2005 and 2007, 200 healthcare providers and 300 other professionals have been trained to diagnose cases of child abuse or neglect and address the rehabilitation of these children. The project was piloted at Lahore’s children’s hospital which now has secured its own funding and become a model for the other hospitals. An example of the effect of the project is that at Lahore’s children’s hospital the number of identified child abuse cases increased from 10 in June 2006, to 74 by June 2008 (*outcome*).

Other examples include the juvenile justice system project that builds capacity of prison officers, the police and probation officers in relation to the Convention on the Rights of the Child (CRC), the Juvenile Justice System Ordinance (JJSO), the Pakistani jail manual, child sexual abuse, health and hygiene. Having completed training has become an issue of pride and prestige among many prison officers (*outcome*). Also the jail administrations in the Balochistan prisons have realised the importance of CRC and JJSO and have begun to assign one person per jail to further orient the staff (*outcome*). SCS’s partners state that the attitudinal shift among prison staff in terms of how juvenile offenders are treated is clearly evident since the project began (allegedly no longer are juvenile offenders abused physically, socially or sexually – *outcomes*).

In the effort to advocate against physical and humiliating punishment, SCS in Pakistan supported the creation of a training package for capacity building of teachers, communities, government officials, partners and other organisations. Capacity-development in child protection is also part of SCS’s effort to promote inclusive education – a mentoring system has been established in which mentors are provided extensive training in i.a. child rights, child protection, child psychology, inclusive education and positive discipline. To support these mentors, a resource centre has been established in each local council with computers and a conference room for conducting refresher courses for the teachers. SCS claims that its capacity-building effort has contributed to making 700 schools more child-friendly, which in turn has led to an increased retention rate (*outcome*).

In southern Africa SCS has also been involved in building capacity in schools to apply positive discipline. The Management of Schools Training Programme is supporting the development of dissemination of information on positive forms of discipline as guidelines in schools for alternative forms of discipline to corporal punishment. Some schools have acted as pilots for positive discipline.

RAPCAN and Save the Children Swaziland have allegedly trained thousands of teachers. SCS reports that the Department of Education reports have recorded that some schools have ceased from resorting to humiliating and physical punishments (*outcome*). SCS has supported Childline South Africa to undertake training in legislation relating to sexual offences. RAPCAN has developed toolkits such as the healer’s kit and child witness kit to assist in the support of children exposed to sexual abuse.

RAPCAN has also developed a training manual on engaging with boys to end violence in South Africa in 2005. With support from the provincial Department of Social Development in the Western Cape Province, SCS plans to evaluate and document the implementation process and achievements with the aim of adopting the approach within the public sector.

3.5 Direct Support

A minority of SCS's projects involve direct support (service delivery). In Pakistan examples include the juvenile justice programme (more than 700 juvenile offenders are receiving education, legal aid, psychotherapy, sanitary support, and/or equipment); support to runaways and street children in Peshawar and Lahore; children affected by trafficking in Rahimyar Khan (600 receiving education or skills training and some receiving counselling); and the support to carpet weaving communities in the Thar desert to address harmful child labour (education opportunities and libraries for children's organisations). In effect, the direct support to child protection is limited to four prisons, communities in a few districts (Rahimyar Khan in Punjab, Mansehra in NWFP and Tharparkar in Sindh) and in a handful of communities in Lahore. In relation to the size and the extent of the problem in Pakistan, these service delivery achievements are of small scale.

Box 3 – Protection of Migrant Children in South Africa: Along South Africa's borders immigration authorities often detain unaccompanied refugee children and drop them on the other side of the border without respecting their rights. In a recent case, Lawyers for Human Rights (LHR) carried out successful litigation work for a group of unaccompanied Congolese children, who were all finally granted asylum. LHR has used this case to produce information material and train immigration officials. It has also used this material to advocate for changing the immigration act and monitoring the situation in refugee camps.

SCS's direct support in South Africa is also small in scale. With regard to child protection it consists of two main areas of work. First, there is counselling, assistance in the investigation and legal processes for abused children in a handful of districts in the Eastern Cape which three partners are involved in. Second, there is support to strategic litigation work. Three SCS partners in South Africa – Centre for Child Law, Lawyers for Human Rights and Legal Resource Centre – carefully select cases of child rights violations in which there is a high probability of winning, and, equally important, of forming a precedent or a structural interdict for the government and court system to adopt to these procedures and practices. The main areas of litigation work relates to migrant children, children suffering from violence and abuse and children denied their rights to free schooling and/or social grants. Often the community-based work links up with the litigation effort when SCS partners with a strong presence on the ground (e.g. Childline or Access) refer cases of child rights violations to the specialised SCS partners, who have been able to carry out successful litigation work (outcome). This shows the strengths of SCS's partner network.

3.6 Community Involvement

In both South Africa and Pakistan there are examples of integrated approaches in the area of child protection that address different stakeholders in the community. The team has found that several of these have promising approaches.

Box 4 – Religion as an Entry Point: In Pakistan, SCS's community-based efforts have developed methods of using Islam as an entry point to address child rights and ethical issues by using the Koran as reference and involving imams. In South Africa, some partners have developed Christian perspectives on the protection of children that they use to raise awareness through, for instance, church sermons.

A good example from Pakistan is the work to mitigate child trafficking in Rahimyar Khan. SCS and PRWSWO have integrated experience and knowledge of different community stakeholders into the effort to combat child trafficking and realise child rights. According to PRWSWO, key to the success of the project are the anti-trafficking committees (ATCs) and the child rights clubs. These groups constitute community-led monitoring mechanisms to protect children from trafficking and are regarded as important to the success of the project.

In addition to raising awareness, there is evidence that the ATCs have taken an active interest in the welfare of children in the community and are intervening in other ways to realise children's rights. Examples include securing a playground for children and addressing a case of corporal punishment in school (outcomes). Meanwhile, the project's children's committees for child rights have, according to project reports, raised children's self-esteem and confidence and have made them aware of their rights (outcomes). The clubs educate their peer groups and the former trafficked children play a role in awareness-raising.

Box 5 – Child Trafficking: In 2005, SCS produced the research report *Camel Jockeys of Rahimyar Khan* which was the first of its kind to focus on the plight of the trafficked children. Since the 1970s, an estimated 15,000 children have been trafficked to the United Arab Emirates (around 20 children a month) as camel jockeys for the popular national sport of camel racing. Despite legislation being passed in UAE in 1993 banning the use of children in the sport, the practice has continued.

Pakistani children from poor families are usually handed over to agents in exchange for money or, in rare circumstances, kidnapped by traffickers. The children are typically 4–7 years old. The research revealed that the children spend an average of 4 years in the Gulf. They are sent back to Pakistan if they have sustained injuries or weigh over 20 kilos. The conditions for the children are usually appalling. They are kept in desert camel farms and fed very little to ensure a light weight. They are physically and sexually abused. The children that participated in the research explained that they were terrified when placed on the camel's back (which can result in the child's death if a loss of balance during racing), but even *more* frightened of their masters. Parents were unaware of the situation their children had endured until they came home. They were led to believe that their children would have employment in the household of a sheik.

The children that have returned to *Rahimyar Khan* (where PRWSWO estimates over 90% of the jockeys are taken from) were withdrawn and apathetic when the project started. Among the things they had endured while away included physical punishment, electric shocks, water boarding, sexual abuse and poor health due to a meagre diet. Many had lost their mother tongue; did not recognize their parents; had been physically disabled; were socially isolated; and, discriminated against by others in their home community.

Worth mentioning is also the innovative community-led emergency assistance to earthquake affected people which allegedly resulted in an effective and lasting system of child protection and more efficient recovery. External stakeholders hold that by working actively with partners at grassroots level, SCS in Pakistan is able to look into and address issues with depth, even in emergency settings.

One of the best examples of a holistic, integrated approach at community level is the project with the Umtate Child Abuse Resource Centre (UCARC) in South Africa. The organisation works in 4 districts (2 supported by SCS) in the Eastern Cape. All of SCS's four methods are consciously applied in this effort to promote synergies and mutually enhancing processes. *Advocacy work* (towards referral centres, local government and courts) is combined with direct support to children (counselling, assistance in the investigation and legal processes), *awareness-raising* in the community (mainly for parents) and *training* (police officers, social workers and volunteers). In addition, the project uses various entry points to the community – such as schools and church sermons.

The challenge for UCARC has been to further document the effects of the project. For instance, it has not systematically monitored the number of cases taken to court and the sentences committed by the court system. The organisation is aware that the success of the project is hampered by external factors

such as resource constraints in the court system, which means that perpetrators in some cases get out on bail and return to the community.

Based on their presence in communities, UCARC believes that the five reported cases of child abuse per day represents an increase in reporting and is therefore an outcome of the project. However, there are no solid baseline data or comparisons with other districts (where there has been no intervention) to document this. Furthermore, while the increase may be considered a positive outcome (much more awareness in the community), it also could constitute a negative outcome (perpetrators have not changed behaviour). Although their approach is compelling, UCARC will need to focus much more on documenting some of their results.

Box 6 – UCARC: UCARC was established in 1996 by community members concerned with the high prevalence of sexual abuse and the way the police handled such cases. Through its integrated community approach, UCARC has generated awareness in communities on sexual abuse. UCARC also provides training for police officers to investigate cases and to treat children with respect and protection. As a result of the work, the police officers have improved their practice and the provincial police training unit is now using a manual developed by UCARC.

Working at community level with boys' and girls' right to protection is challenging since perspectives on many of the issues are deeply entrenched into local cultural traditions, taboos and conflicts. It requires care not to under-estimate the complexity of the issues at stake when discussing masculinity or sexuality with young boys; corporal punishment with perpetrating fathers; or, sexual abuse with children who suffer from it. It requires ethical standards and the use of innovative methods and culturally appropriate cultural tools applied by partners with a very solid anchoring in the community. It has been beyond the scope of this evaluation to fully explore and assess to what degree these considerations are taken into account in practice.

3.7 Non-Discrimination

It has not been possible for the team to conduct an in-depth examination of how well SCS has addressed non-discrimination in its work. Furthermore, SCS does not have systems in place to monitor how it is addressing non-discrimination during the implementation of partners' projects. The 2005–2007 report to Sida conveys that non-discrimination is the area where least results have been achieved. The recent report *Translating the Right to Non-Discrimination into Reality: A Mapping of Save the Children Sweden's Work on the Right to Non-Discrimination* notes that SCS needs to mainstream non-discrimination more effectively, build capacity in this area, promote networking and knowledge-sharing, improve non-discrimination with regard to children's participation, develop mechanisms for accountability and address root causes.

Nevertheless, the team has found that in SCS's protection work, vulnerable and excluded groups have received considerable attention and form the basis of all of SCS's programmes. However, non-discrimination does not typically feature in the situation analyses and planning documents of partners. Systematic monitoring and reporting on how non-discrimination is being promoted does not take place.

In Pakistan, given the specifics of the context, SCS focuses on trafficked children/children at risk of being trafficked as camel jockeys; street children & runaway children; children who are physically abused; handicapped children; children in the juvenile justice system and children exploited in harmful labour. During the National Plan of Action consultation process, SCS made sure to include children from all these groups. A majority of SCS and its partners' efforts are in poverty-stricken areas of the country. This includes the minority Hindu communities in the Thar Desert, the district of Rahimyar Khan in Punjab, districts in NWFP and Balochistan – the latter which has an especially high degree of poor and remote communities and very few active NGOs.

In southern Africa, SCS turns its attention to the fact that the poorest children of society face a much higher risk of being exposed to child rights violations such as sexual abuse, corporal punishment, and inadequate treatment from police and immigration authorities.⁷ However, project documents, reports and strategies are rarely specific about addressing non-discrimination.

As far as ethnicity is concerned, the topic is hardly mentioned in the SCS documents. This is surprising, especially in the case of South Africa, bearing in mind that ethnicity is a dominating issue, with 11 official languages and absolute poverty that closely correlates with ethnic boundaries. SCS's partners explain that ethnicity is such an "integrated and obvious part of our work that we hardly bother to mention it". It did come out, however, from the evaluation workshop that there was a need to focus more on linguistic diversity. This is particularly relevant in research work and preparation of manuals and awareness-raising materials.⁸

Meanwhile, gender equality perspectives have been applied to a varying degree. Gender perspectives in both case study areas are relevant not only in terms of incidences and prevalence rates, but also in terms of strategies for addressing the violations. In Pakistan SCS says gender sensitive approaches permeate their work, especially in relation to education. In South Africa partners also claim to be gender sensitive in their work. Within some projects, for instance, there are examples of activities that specifically focus on girls or boys – such as the support to the Scout movement in South Africa. The media-monitoring project deliberately tries to include an equal amount of boys and girls in the work. The effort to involve boys and men in awareness-raising on masculinity and sexuality in relation to sexual abuse and HIV/AIDS is a gender sensitive approach that also can be seen as an attempt to address discrimination tendencies among specific groups in society.

The gender perspectives are most visible in the research work undertaken by SCS. This includes the southern African studies on corporal punishment and child participation in the family, and the Pakistani research on commercial sexual exploitation. These studies are generally systematic in applying a gender perspective.

However, some of the work supported by SCS lacks a gender equality perspective completely. For instance, the manual "*Positive Discipline At Your School*" prepared by a SCS partner, makes almost no references to gender issues – despite clear gender differences in relation to corporal punishment. Considering that the manual is expected to form a pilot model that can be replicated by the government, the lack of a gender perspective is problematic.

SCS's weakness in relation to the promotion of gender equality is the insufficient mainstreaming of gender equality into both SCS and partner planning, monitoring and reporting. There is often a lack of gender-segregated data in situation analyses, strategies, project documents, manuals, operative plans and reports to Sida. For instance, in the southern African regional strategy 2002–2008 and the *Plan of Operation 2005–2007*, the references to gender equality issues are few. Even in the programme area for non-discrimination there is no real gender-related indicator or objective.

The Pakistani context – in which the gender equality index is among the lowest in the world – no doubt presents challenges for SCS and its partners not only in terms of addressing inequality, but also on a practical level. For instance, building capacity and raising awareness among women often requires finding female trainers and social mobilisers who are able and willing to travel. Because of this constraint, there are only four women's anti-trafficking committees out of a total of 25 that have been formed. These challenges were not, however, discussed in the partner's reports.

⁷ While the team focused on SCS's work in the area of child protection, the team came across impressive efforts in relation to securing children's social and economic rights. One example is the work at macro and micro levels to ensure greater access of the poor to the social grants that they are entitled to – not only in terms of increasing the budget for such schemes but also providing mobile services for applicants in the communities.

⁸ In Pakistan the workshop participants requested more material in Urdu. See section 6.1.1.

In Pakistan, the partners' project reports included little – if any – attention to gender issues. Most of SCS's protection-related initiatives focus on boys: street children in Peshawar, runaway children in Lahore, trafficked camel jockey children, children frequenting Internet cafés and juvenile offenders. Among the working children targeted it is not always evident as to what extent the children are girls, whether the needs of boys and girls differ and how this is taken into consideration. It is evident through various researches and studies that boys in Pakistan are especially vulnerable to abuse, particularly outside the home, and therefore programmes targeting boys are of vital importance. While it is possible that SCS is strongly justified in focusing mainly on boys, identifying settings – such as in domestic labour, and in the carpet, bangle and cotton industries – where girls are vulnerable could balance the child protection work in Pakistan.⁹

3.8 Working with and Enabling the State

SCS's Child Rights Programming approach involves working with the state as the primary duty-bearer of children's rights and in both southern Africa and Pakistan such work has featured in SCS's programme. In South Africa, SCS and partner organisations are assisting the Department of Education in revising its strategy based on the pilot models it developed to abolish corporal and humiliating punishment in schools.

Meanwhile, as part of Pakistan's reporting process to the CRC, SCS provided technical and financial support to the National Commission for Child Welfare and Development to hold consultations with children in different parts of the country and seek their opinion on the realisation/violations of their rights. According to external informants, SCS works with the government in a non-confrontational manner.

In both South Africa and Pakistan, SCS and its partners have also undertaken training efforts that have encompassed civil servants. This includes police, prison, parole and immigration officers; health workers and teachers. The type of training usually relates to protection of children and realising child rights in different situations – immigration, justice, school and health systems. Much of the training conducted is part of an integrated community approach and form key elements in referral systems. For instance, some of the police training relates to building skills in how to handle cases of child sexual abuse. Furthermore, one of SCS's university-based partners in South Africa provides training for ministerial staff in child law.

3.9 Assessment

The following three sections assess the relevance, effectiveness and sustainability of SCS's work to realise children's right to protection. Impact is discussed briefly in the section on effectiveness. Efficiency is not addressed here as it is analysed in Chapter 6 in connection with the discussion on civil society partners.

3.91 Relevance

Relevance concerns the value or usefulness of an evaluated intervention in the perspective of key stakeholders. This assessment determines 1) the degree of relevance in relation to the needs and priorities of the target group given the local context; 2) the relevance of the methods and approaches used in relation to the problems of child protection; 3) the relevance of SEKA/EO's overall goal and, 4) the relevance in relation to Sida's and SCS's goals in promoting gender equality.

SCS's work can be considered highly relevant to the needs and priorities of children in the southern African and Pakistani contexts. Children in Pakistan have expressed the urgent need for violence to

⁹ In the *Plan of Operations*, there was an intention to further study the issue of children as domestic servants but the study of children in coalmines took its place.

end¹⁰ with violence being an important factor affecting, for instance, low school performance, dropout rates, health problems, anxiety and further perpetration of violence and abuse. Likewise, there are large numbers of children in southern Africa that experience violence and abuse as part of their daily lives. A female born in South Africa has a greater chance of being raped in her lifetime than learning how to read.¹¹ Sexual violence against children, including the raping of infants, has increased 400% over the past two decades.¹² Corporal punishment is practiced widely and existing laws do not adequately protect children from this form of physical violence, especially in the home. Furthermore, SCS's research work has involved consultations with children and stakeholders and has helped further identify the problems, needs and priorities of children. The projects supported by SCS target some of the most severe child rights violations and SCS systematically tries to address the root causes of the problems.

SCS's advocacy work is also relevant in the sense that it addresses needs that are not dealt with by other actors. In southern Africa for example, SCS has developed a niche at the macro/policy level where it works deeply into the institutional power structures to change legislation, target duty bearers as well as government strategies and practices to improve the protection of vulnerable children. This is not an area for "easy wins" and many international donors shy away from it. Apart from SCS, some of the few donor partners in this field are Open Society and Ford Foundation that also support litigation work for children's rights. Thus, the policy and advocacy work of SCS plays a key complementary role to the service-delivery work of many other organisations in southern Africa.

The mix of methods that SCS applies – research and analysis; advocacy and awareness-raising; direct support and capacity-building – seems to be relevant to the problems, needs and priorities. There is a dearth of knowledge in the area of violence against children which the research and analysis work addresses. Advocacy and awareness-raising regarding child protection is not an area of work in which there is a high concentration of actors. Capacity-building is fundamental for creating further awareness and instigating change at the institutional level. Direct support addresses the issues head-on at the grass-roots level and helps keep the research, analysis and advocacy work grounded in reality.

In Pakistan, SCS's work at the community level to protect children from violence and exploitation is considered unique and pioneering by external stakeholders interviewed. However, the work only addresses the needs of limited numbers of children and is thus relevant to only a restricted number of children. Meanwhile, in southern Africa, SCS's community-level interventions are also only relevant to the needs of a limited number children. It is furthermore less unique than its research-based advocacy work. There are several other international organisations working at the sector/community level within SCS focus areas – such as UNICEF and SCUK who both apply a model of support similar to that of SCS.

While promoting children's right to protection is relevant from a rights perspective, it can also be considered relevant to SEKA/EO's overall goal of promoting a vibrant and democratic civil society that strengthens the ability of the poor to improve their living conditions. Rights-based programming to address children's protection conforms to the operational axis of SEKA/EO's analytical model.¹³ SCS's aim to support children (rights-holders) and their caregivers in claiming children's right to protection can be seen as *making the voices of the poor and marginalised people (children) in society heard*. Likewise, strengthening duty-bearers in realising children's right to protection often entails that SCS and its partners *engage in (or strengthen) social services that increase the possibility of poor people (in this case children affected by violence) to change their living situation*.

¹⁰ See for instance *Regional Consultation for the UN Study on Violence Against Children in South Asia* (child and youth friendly version), based on consultations with children in May 2005, SCS Regional Office, 2006; and *Act, Support and Protect; South Asia Forum for Ending Violence Against Children Consultations with Children in 2006*, SCS Regional Office, 2007.

¹¹ Dempster, C. (2002, April 9). *Silent war on South African women*. BBC News. Retrieved from www.news.bbc.co.uk/hi/english/world/africa/newsid_1909000/1909220.stm

¹² du Venage, G. (2002, February 12). Rape of children surges in South Africa: Minors account for about 40% of attack victims. San Francisco Chronicle. Retrieved from www.aegis.com/news/sc/2002/SC020203.html

¹³ Chapter 6 discusses the capacity axis of the model.

In terms of relevance in relation to promoting gender equality, as discussed in the previous sections, SCS could enhance gender perspectives in planning, monitoring and reporting. In particular, the work of SCS's partners could be strengthened by a more methodical analysis of the different roles, needs and desires of boys and girls within the project context, and applying a more systematic disaggregation by sex in all reporting. Furthermore, relevance of the awareness-raising work could be enhanced by developing more methods to address power relations, local practices and beliefs in local communities.

3.9.2 Effectiveness

Child protection as such is not directly relevant to SEKA/EO's goal of promoting a vibrant and democratic civil society. Therefore, this section assesses effectiveness – i.e. the extent to which SCS's and its partners' objectives are being/have been achieved, and whether there is any evidence of impact. However, this task is complicated by the fact that globally SCS has not had a planning, monitoring and evaluation system in place. This weakness is also reflected in the project documents of many partners. This is discussed in more detail in Chapter 7.

Nevertheless, as seen in the sections above, there is evidence that SCS and its partners are achieving results – including outputs and outcomes – that they have set at both the community/local level and the policy and legislative (macro) level. Child rights programming through each of SCS's four methods contributes to results. First, its *research activities* with partners tend to be groundbreaking and help fill knowledge gaps related to violence against children. As seen in the previous sections, the studies in Pakistan and southern Africa are unique in both approach (child participation) and subject area. All have contributed to the knowledge of SCS, its partners and other stakeholders and, in most cases, constituted important tools in their overall effort to promote the protection of children at community, national and regional levels.

Second, the *advocacy work* SCS undertakes with partners to promote children's right to protection is systematic and conducted with strategic vision. It has been bolstered by evidence uncovered in SCS's research studies. As seen in section 3.2, SCS and its partners have yielded important accomplishments at the national level in Pakistan, South Africa, Lesotho and Zambia.

Third, efforts involving *awareness-raising*, *capacity-building* and *direct support* – which are also usually underpinned by research studies – have had effects at the community/local level, as discussed in sections 3.3, 3.4, 3.5 and 3.6. It has contributed to reinforcing systems to protect children and strengthened duty-bearers – such as families, community members, teachers, health workers, religious leaders, police, prison workers, government officials – in their respective roles. Of particular note is the litigation work on behalf of children that has been supported in southern Africa. It can be seen as direct support that also has outcomes at the strategic level by virtue of setting legal precedence. Although SCS's *direct support* has an immediate effect on children's lives, it tends to be very limited in scale – typically involving children in a handful of communities or districts.

Direct support, along with the capacity-building effort, nevertheless plays an important role in informing and lending credibility to the macro-level advocacy initiatives to protect children and keep them grounded in reality. Meanwhile, the macro-level effort is based on the critical assumption that changes at this level (policies, budgets, legislation, etc.) will have a positive “trickle down” effect on the fulfilment of rights for marginalised children at the community level. Although this is a long, complicated and sometimes unpredictable process, there is some evidence of results.

The combination of applying SCS's four methods and the synergetic and mutually supportive effects that it yields, appears to contribute to a sum that is greater than its parts. At the same time, SCS works to establish coherence and complementarities between its activities at different levels – regional, national and community – so they support the same overall objective of realising children's right to protection and freedom from violence. Thus, there is dynamic interaction between the four approaches that SCS applies and between the grassroots work and initiatives at the macro-level.

The extent *impact* is being achieved is beyond the scope of what the evaluators can establish, given the limited time and resources available. Nevertheless, there is little doubt that over time, SCS's and its partners' active involvement in the National Plan of Action and the Child Protection Bill (expected to be passed soon) stand a good chance of contributing to the overall improvement of children's protection in Pakistan. SCS partners in Pakistan maintain that since the NPA was passed, there is more commitment from the government than ever before. Likewise, in South Africa, where SCS have successfully pushed for the inclusion of a clause providing for programmes to promote positive discipline to be rolled out, children stand a good chance of experiencing less violence in society.

The team can also point to anecdotal evidence of attitudinal change. In Pakistan this is apparent in, for instance, the juvenile justice system project – among prison officials and children alike. Likewise, there are also examples of individual empowerment: a girl released from working in the carpet industry, being given the opportunity to attend school and has, at 19, become a social worker promoting children's rights; a former camel jockey reaching out to boys like him and helping them recover; school children taking initiatives to mobilise community actors to stop a case of another child being sent away as a "bride"; and, a recently released juvenile offender being inspired by SCS's and its partner SEHER's work in prisons so that he is now setting up his own project to promote children's rights in prisons.

3.9.3 Sustainability

Sustainability is the likelihood that the benefits from an intervention will be maintained at an appropriate level for a reasonably long period of time after the withdrawal of support. In the very long-term, child protection is sustained if there are institutionalised systems in place that protect children and, ultimately if violence against children is eliminated. The extent to which SCS's efforts with its partners have the potential to achieve this and, in extension, sustainability, is discussed in this section by taking departure in the four methods that SCS uses.

SCS's *research work* is likely to continue to have the effect of enhancing knowledge of violence against children and child protection – as long as the results continue to bridge knowledge gaps and remain relevant to the context.

Meanwhile, the benefit from successful *awareness-raising* of violence against children and child protection will have a high likelihood of being maintained: generally, once people are made aware, they remain aware. For instance, combating child trafficking in Rahimyar Khan is highly likely to be maintained by the community, just as the advocacy efforts undertaken for the NPA in Pakistan will have a lasting effect. Likewise, the community approaches applied by partners in southern Africa and Pakistan have strong potential for sustainability, since much of the inputs and actions required lie with the community members themselves and not dependent on outside actors. In addition, the interventions, which focus both on eliminating violence and promoting protection systems, are attuned to the local cultural and institutional contexts which also enhance sustainability.

The extent to which the *capacity-building* of partners and stakeholders (health workers, prison workers, local governments etc.) is sustainable depends on how skilled each respective organisation is at institutionalising the knowledge received. As discussed above, there is evidence that, for instance, the capacities of prison workers and paediatricians in Pakistan and the integrated community child protections systems in the Eastern Cape are being institutionalised.

Direct support is by nature less sustainable because of the need for financial capacity to maintain the benefits from the intervention. For instance, access to psycho-social counselling for juvenile inmates, victims of abuse, runaways, former camel jockeys and street children, is not sustainable as such, since there will always be a need for such assistance among abused and exploited children. (However, the effects at the individual child's level – such as improved mental health – can in theory be sustained for a

lifetime.) Arguably, these types of interventions will only be sustainable when the state fully assumes its role as duty-bearer so that all children's rights are realised.

In this regard, working closely with the government in Pakistan on the implementation of the National Plan of Action is a step in the right direction, although it will take years for the government in Pakistan to fulfil children's rights adequately. Meanwhile, it is more feasible in South Africa that SCS's work will be eventually financed and assumed by the state. The constitution and the Children's Bill make the South African government responsible for realising the rights of the children – not only to protect the children and prosecute the perpetrators – but also, for example, to create awareness on alternative methods of disciplining (instead of corporal punishment). Furthermore, the government must finance 75% of the NGO activities that fall under the mandate of the Ministry for Social Development – although this principle is poorly implemented and therefore still needs to be advocated for.

While SCS's South African partners work closely with local authorities in the communities, until now, SCS has focused on urging the government to release more funds for certain sectors and areas, – e.g. social grants, educational sector, etc. – than to take over the responsibility for the replication and funding of the models developed by the SCS partners. In the case of the Umtata child protection project, for example, the community volunteers engaged by the respective NGO play a crucial role for the impact and sustainability of the concrete project. If these volunteers could be enrolled in the services of the government, like SCSUK has done in similar efforts,¹⁴ the sustainability is likely to be strengthened.

In sum, by i) systematically aiming to address the root causes of violence against children; and, ii) promoting the institutionalisation of child protection systems at community and national levels (promoting duty-bearers to fulfil their responsibilities), SCS's child protection work can be considered as fairly sustainable.

4 UN Study of Violence against Children

This chapter analyses the work that SCS has undertaken in relation the *UN Study on Violence against Children* (UNVAC Study), which was presented in 2006. The focus is on SCS's actions at the global level, although aspects of the regional efforts are also discussed. The data presented has been collected by examining SCS's programme documents and reports; conference reports; Alliance documents; research studies; tools and guidelines and websites. Furthermore, data has been gathered during interviews with partners, Alliance members, staff and external stakeholders. On the whole, the informants outside of SCS have been more vigorous in emphasising SCS's results and successes – although they have less interest and less to gain in doing so.

4.1 SCS's Work with UNVAC Study

In the period 2005 to 2007, SCS's most notable achievement in relation to child protection at the global level is the role it played in relation to the UNVAC Study.¹⁵ However, much of the ground work for the outputs and outcomes achieved in relation to the UN study was undertaken in the years preceding this programme period. In fact, through active lobbying in Geneva during the CRC Committee's general discussion (open to non-governmental actors) SCS was instrumental in advocating for the need for the study to be conducted in the first place.

¹⁴ SCUK has recently made an agreement with the South Africa government stating that the government will take over the responsibility of the model for child protection in 150 municipalities in South Africa.

¹⁵ This section is based on a document review and interviews with resource persons mostly outside of SCS.

Box 7 – Defining Violence: The definition of violence used by the Study combines that of article 19 of the Convention on the Rights of the Child: “all forms of physical or mental violence, injury and abuse, neglect or negligent treatment, maltreatment or exploitation, including sexual abuse”; with the *World Report on Violence and Health* (2002): “the intentional use of physical force or power, threatened or actual, against a child, by an individual or group, that either results in or has a high likelihood of resulting in actual or potential harm to the child’s health, survival, development or dignity”.

Once the UN Secretary General announced that the UN would conduct the study and identified Professor Paolo Sergio Pinheiro as the Independent Expert to lead the work, SCS had already mobilised itself, identified resources and started to develop a strategy. The other Alliance members were not as prepared as SCS when the Alliance held the first meetings about how to proceed. Initially, this led to considerable tensions. However, once members had identified priorities and delegated tasks, Save the Children moved ahead on all fronts. With SCS in the lead, this included setting up working groups, establishing a system of focal points throughout countries and regions, defining objectives, undertaking planning workshops, and mobilising the Alliance at different levels.

The Alliance Task Group for the study (which was chaired by SCS), was formed in 2001 and consisted of nine members from about 5 member organisations. While most of the larger members were part of the task force, SCUS was not. The involvement from the other 31 members in the study and follow-up process has been relatively weak. The global Save the Children workshops in 2003 decided that the overall objective and cross-cutting priority for the organisation’s involvement within the UNVAC process would be children’s participation. In addition, the Alliance would contribute with three studies in areas where the organisation could make the best “accountable” strategic contribution to the UN study. These areas were:

- Physical and humiliating punishment (led by SCS)
- Child sexual abuse and exploitation (led by SCN)
- Children in conflict with the law (led by SCUK)

In 2005, SCS’s own goals for the UN study process reflected the Alliance’s goals except that it also aimed for ensuring that the UN report discuss and make recommendations on organised violence on the streets. Another important objective for SCS was to ensure that Save the Children’s guidelines on child participation that it had prepared were applied throughout the UN Study process.

The studies were produced in 2005. All built on Save the Children’s practical experiences and knowledge and included children’s testimonies and recommendations. The main recommendations in these submissions were taken on board by the UN study and are cited. Furthermore, the reports have been available on the UN website. Gender perspectives are generally well-integrated in the reports to highlight gender-based violence within the three areas. In addition, a separate study on gender-based violence produced in 2003 by the Alliance’s gender task force was also submitted.

Perhaps Save the Children’s most impressive contribution to the UNVAC process was ensuring that girls and boys participated in the process. With SCS in the lead, the Alliance undertook a concerted advocacy effort which involved convincing the Commission on Human Rights, the Child Rights Caucus of the Commission, the Advisory Panel for the Study and the Independent Expert himself on i) the imperative and merits of including children’s participation in the study methodology; and, ii) the need to base participation on practice standards that are ethical, safe, non-discriminatory and child-friendly.

To produce its submissions and prepare for and ensure ethical participation of children at the country, regional and international levels throughout the study process, Save the Children organised itself to

mobilise partners at all levels. Communication among staff by email, teleconferences and document-sharing was very frequent and active. Research efforts, advocacy, awareness-raising campaigns, establishments of partnerships and building of capacity were undertaken at the different levels. Child-friendly material was produced, translated and disseminated.

A toolkit was prepared by Save the Children's Child Participation Working Group (and published by SCS) which included guidelines entitled *So You Want to involve Children in Research? and So you Want to Consult with Children?* Training efforts involved the members of the NGO Subgroup on Children and Violence, UN agencies, the UN Study Secretariat and the regional steering committee members. Save the Children was also involved in the training of facilitators, translators and guardians.

Because SCS's work in relation to UNVAC took place at many levels and in several regions, it generated a range of synergetic and spin-off effects that adapted to the local situation and branched out, evolved and strengthened projects, programmes and movements within and outside of the Save the Children members. Some of these are illustrated in Box 8.

It has not been a top-down process. Rather the opposite – instead it has given room for the energy and dynamic of each individual who has participated. *SC task group member.*

Box 8 – Regional Study Processes: Study Process in Southeast Asia and the Pacific Region

In May 2006, SCS submitted the report *What Children Say: Results of comparative research on physical and emotional punishment of Children in Southeast Asia and the Pacific (2005)* to the UN Study secretariat. The report records what 3322 children from 8 countries in SEAP region told about everyday violence used as punishment against them. The release of the regional comparative report was followed by the launch of national reports in Cambodia, Fiji, Hong Kong, Mongolia, South Korea and Viet Nam. In the Philippines, the sharing of national research findings served as an entry point for the identification of physical and humiliating punishment as a priority issue of the Local Council for the Protection of Children. SCS also facilitated the participation of 3 SEAP children in the global launch of the report and organised a regional launch in Bangkok in October 2006 during which 3 young speakers appealed to governments to take action upon the UN study recommendations.

Process in South Africa

The regional SCS office in Pretoria played a key role in relation to the UN study. It conducted national studies on corporal punishment in the region and supported the production of studies on sexual abuse. The findings of these studies were compiled into two thematic reports on sexual abuse and corporal punishment, which formed a key input to the UN Study. The IE acknowledged contribution as particularly valuable when the overall study was launched. Additionally, SCS and its partners – as well as other child rights organisations – have been able to use the study pro-actively in their lobby and advocacy work. Issues such as sexual abuse and corporal punishment represent some of the dominant child rights violations in the region, but because they encompass sensitive issues and taboos they have a tendency of being ignored by both decision-makers and society. The UN-study and the way it was used have brought attention to the problems, which has also had a positive impact on legal reform processes in the region. For example, the South African parliament recently approved a Child Law that contains many of the elements that the civil society has strived for. Furthermore, there is a government plan to develop a comprehensive database on child protection based on the recommendations of the study.

Study Process in Pakistan

SCS supported the participation of Pakistani children's participation in the South Asian consultation process, which included conferences in Islamabad and Kathmandu. SCS/P's work – such as its study on corporal punishment in NWFP and its research into commercial sexual exploitation – fed into the process. When the Independent Expert came to the region's final consultation in Islamabad, SCS organised a meeting with its partners. SCS was also actively involved in the dissemination of the final report throughout Pakistan. With the WG CSA/E, SCS has developed and produced brochures for parents/caregivers on the negative consequences of violence against children that were distributed through the networks of partner NGO.s

Meanwhile, at the global level, Save the Children's dialogue with Independent Expert's (IE) office was close, at times on a weekly basis. Upon request, SCS provided the IE's Secretariat with technical support on children's participation in the form of a seconded staff member. Furthermore, according to the IE, Save the Children's advocacy for the recommendations of the report among delegations of

Member States in New York was exceptional in terms of its professionalism, skilfulness and tact. It is believed that this effort contributed to securing endorsement from Member States.

When the global study was launched, Save the Children assisted in ensuring regional presentations of the report and disseminating the report's findings and, according to the IE, has conducted a concerted follow-up effort after the report's completion.

The UNVAC process was an important opportunity to strengthen networks, raise awareness about children's participation and to systematically support advocacy with and by children (from local to global levels).

The UN Study has given us the opportunity to bring all our work about children and violence together and analyse it. This "sharpened" our approach. *SCS staff member.*

Some of the overall outputs and outcomes of SCS work include the following:

- SCS played a key role in the consultations on the study that were held in each region. Save the Children chaired, co-chaired or participated in the official working groups on children's participation in 7 of 9 regions.
- It facilitated the participation of children – thousands were involved in the preparatory processes in the regions. At the regional consultations 260 boys and girls attended the regional consultations. It also facilitated the participation of children at the New York presentation of the report and showed a film it had produced on children's participation to the members of the General Assembly. In SEAP, children were given the opportunity to participate as full delegates in the consultations – on an equal standing with adult participants (*outcome*).
- Throughout the study process, Save the Children acted as a sentinel of children's right to participate and systematically ensured that children's views were taken into account. To make sure that the Study's editorial board included children's voices in a genuine and meaningful way, SCS published *ACT NOW!* which compiled children's recommendations from the regional consultations.
- Save the Children submitted reports on the thematic issues that were prioritised. The submissions are based on Save the Children's practical experience and knowledge from the field and include children's testimonies, recommendations and actions.
- *Ending Physical and Humiliating Punishment of Children – Making it Happen* was SCS's submission to the Study on behalf of Save the Children. It was based on SCS's good practice experience, including research on the prevalence, analyses of legal frameworks and children's own views and experience and informed the UN Study report. That the UN Study report addresses corporal punishment is considered a great step forward, which was not necessary a given *outcome*.
- More than 40 Save the Children publications relating to violence against children have been produced in the run-up to the UN study – more than half by SCS. Some are included in Box 9.
- A number of child-friendly publications were prepared – an uncommon feature in UN contexts. For instance, the book "*Safe Me – Safe You*" tells children about their right to protection and informs on how to actively take action to protect oneself from violence. It has been translated into about 20 languages and disseminated globally. Furthermore, an advocacy handbook for children has been produced. An *outcome* of this is that the website for the UN Study on Violence against Children contains SCS's *You Safe Me Safe* as one of four downloads on the Study's homepage.¹⁶

¹⁶ Two of the other downloads are the actual report itself. The third is a child-friendly version of the report. Save the Children is the first organisation acknowledged in the forward as having provided substantial input to the document.

- According to the IE, SC made significant contributions to the report and its recommendations. *Outcomes* of this process include that the most important of Save the Children's recommendations were included in the report. Among these was the recommendation that the Secretary-General appoint a Special Representative on violence against children to act as a high-profile and independent global advocate to promote the prevention and elimination of all forms of violence against children in all regions (*outcome*). The recommendation has been endorsed by Member States. Another important *outcome* is the commitment from member states to establish national system to address violence against children.
- SCS undertook a process to reflect on the lessons learnt from the process in terms of influencing the United Nations and produced a report.

In addition, the work has had several spin-off effects. One example is working with boys and men which has become a priority in the regional follow-up of the UN Study on Violence against Children, the South Asia Forum on ending violence against children and in the CEDAW process. The Network on Men and Boys, rallying 50 organisations around gender issues and violence was formed during the Study process. In 2007, SCS published *Boys for Change – Moving towards Gender Equality*. SCS is partnering with UNDP and Men Engage to promote work with boys and men to ensure gender equality and to prevent and end violence against women, girls and boys. Likewise, UNDP's and UNIFEM's regional offices in South Asia have included a child focus in their work to address gender violence and discrimination after persistent advocacy from SCS's regional office.

Box 9 – Examples of Publications by SCS relating to the UN Study Process:

1. Working Against Physical & Degrading/Humiliating Punishment of Girls & Boys (2005)
2. We can Work it Out – Parenting with Confidence
3. Act Now! Some Highlights from Children's Participation in the Regional Consultations for the United Nations Secretary-General's study on Violence Against Children (2005)
4. Regional Consultations in Violence Against Children in South Asia (2005)
5. Betrayal of Trust – An overview of Save the children's Findings on children's experience of physical and humiliating punishment, child sexual abuse and violence when in conflict with the law (2006)
6. Influencing the United Nations on Violence against Children (2006)
7. Essential Learning Points. Listen and Speak Out Against Sexual Abuse of Girls and Boys
8. One Vision One Voice – Good Practices on Advocacy to End Violence Against Children (2007)
9. Voices Against Violence (2006)
10. No More Tears – Short Stories on Violence Against Children (2005)
11. Positive Discipline – What it is and How to Do it (2007)
12. You Safe Me Safe (2006)

4.2 Assessment

The following sections assess the relevance, effectiveness, efficiency and sustainability of SCS's work in relation to the UNVAC process.

4.2.1 Relevance

SCS's contribution to the UNVAC study process is assessed in relation to i) the need and priorities of the target group; and, ii) SEKA/EO's goal of promoting a vibrant and democratic civil society. With regard to the assessment of the latter, the extent to which SCS promotes EO's principles of promoting democratic development of society and linking together global and local perspectives are examined.

SCS's work in the UN study process is highly relevant to the needs of children considering the depth, breadth and seriousness that the problem of violence against children is (see Box 10 below). In addition, combating violence against children is a priority among children all around the world. They consider physical and humiliating punishments to be one of the most important violations of their rights. Children also report that they fear sexual abuse and other forms of violence.¹⁷ Addressing violence against children is particularly relevant in relation to poor children. While violence against children is a problem everywhere, poor children/children in less developed countries are especially vulnerable to violence in the form of e.g. child labour, forced or bonded labour (including prostitution and pornography); and genital cutting/mutilation. Furthermore, systematised physical and humiliating punishment in schools is more common in schools in developing countries.

Box 10 – Findings of the UN Study on Violence against Children:

1. Studies from many countries in all regions of the world suggest that up to 80 to 98 per cent of children suffer physical punishment in their homes, with a third or more experiencing severe physical punishment resulting from the use of implements.
2. Reporting on a wide range of developing countries, the Global School-based Health Survey recently found that between 20 and 65 per cent of school-aged children reported having been verbally or physically bullied in the past 30 days.
3. WHO estimates that 150 million girls and 73 million boys under 18 experienced forced sexual intercourse or other forms of sexual violence during 2002.
4. According to a WHO estimate, between 100 and 140 million girls and women in the world have undergone some form of female genital mutilation/cutting. Estimates from UNICEF published in 2005 suggest that in sub-Saharan Africa, Egypt and the Sudan, 3 million girls and women are subjected to genital mutilation/cutting every year.
5. ILO estimates that in 2004, 218 million children were involved in child labour, of whom 126 million were in hazardous work. Estimates from 2000 suggest that 5.7 million were in forced or bonded labour, 1.8 million in prostitution and pornography, and 1.2 million were victims of trafficking.

SCS's work to i) promote the participation of and give voice to a diverse range of children in the study process; and, ii) facilitate the voice and agency of child-led civil society organisations is relevant to SEKA/EO's goal. The efforts can be seen as promoting democratic development at local, national, regional and global levels by allowing children – a group that tends to have little voice in all societies – to play a part and be heard. The efforts have also in many instances set precedence in terms of involving children and may encourage democratic processes at these different levels that are more inclusive of children in the future. Furthermore, the children that have been involved have gained experience and a skill set for participation, agency and exercising of voice which has the potential of positively influencing their civil behaviour as future adult citizens.

Furthermore, SCS's advocacy approach included creating a broad front working with and through its partners at local, national, regional and global levels. This is relevant to SEKA/EO's goal which encompasses the principle of facilitating the linking together of the global and local perspective. It also promotes democracy and civil society dynamism in relation to the multilateral system.

4.2.2 Effectiveness

In this section, effectiveness is analysed in relation to the extent the objectives set by SCS have been fulfilled. SCS's contribution to the goals of the UNVAC study process is addressed and evidence of impact is discussed.

¹⁷ Göran Eklöf, Agneta Gunnarson, Holger Nilén. *Influencing the United Nations on Violence against Children*. SCS 2006.

Save the Children played a central role during the study process and within the Alliance itself, SCS held the lead role conceptually, organisationally and financially. According to the Independent Expert, Save the Children's contributions to the process were key and without their involvement, the study would have been very different.

SCS has been very effective in reaching most of the goals it set out to achieve:

- Physical and humiliating punishment is well covered in the report and the study process has provided avenues for SCS to take the issue further in terms of promoting ways for parents and teachers to apply positive disciplining means.
- The study process was thorough with regards to sexual abuse and addressed the problem of children in conflict with the law.
- Save the Children secured the participation of children which, according to its own assessment, was satisfactory overall and in a few cases reached unprecedented levels.
- Save the Children ensured that its guidelines for child participation were applied in the process – and in the few cases where they were not, such as in South Africa, SCS understandably decided to withdraw and did not assist in bringing children to the consultation.

Where SCS fell short was its aim that children involved in organised armed violence (COAV) were to be included as an issue in the report. SCS sees this as a growing child rights violation that severely affects children all over Latin America and in several countries in Asia and Africa. Nevertheless, SCS did achieve several outputs and outcomes in this regard. For instance, SCS initiated the study *Neither War Nor Peace* with its partner Viva Rio, who coordinated the research in Colombia, Brazil, Ecuador, El Salvador, Jamaica, Nigeria, South Africa, USA, Philippines and Northern Ireland. The study's findings were presented in several high profile meeting under the umbrella of the UN Study. The Independent Expert highlighted COAV problems and challenges in his speech and recommended that efforts be maintained to address these severe violations of child rights.

Since the report was published, a number of organisations have joined SCS in advocating for this cause.¹⁸ UNICEF has shown renewed commitment to this area in terms of both research and advocacy.¹⁹ SCS has also provided input to the Graca Machel +10 Study in the form of comments and recommendations regarding COAV components.

An internal weakness of the Alliance's contribution to the study process was that it was not able to bring more of its members on board during the process. SCS speculates that the leading role SCS played may have led other members to feel that SCS is handling this area of work so they would instead address others.

External stakeholders point to that the process solidified Save the Children's role as the leading international non-governmental organisation on child participation. It is also credited in building the momentum to ban all forms of physical and humiliating punishment of children. External stakeholders also acknowledge Save the Children for enhancing the effectiveness of the UN Study itself, since the participation of children has contributed significantly to its quality.

SCS suggests that Save the Children's work throughout the study process has had an impact in terms of creating greater acceptance of the need for providing space for children to participate; establishing an understanding of the fact that children have important contributions to make; and, raising awareness

¹⁸ E.g. International Action Network on Small Arms, the Parliamentary Forum and The Child Soldier Coalition, UN Habitat, CIDA, the British Council

¹⁹ An example is the research and advocacy work UNICEF has conducted in relation to girls involved in/victims of organised violence.

about the principles for children's participation. Within SCS, children's participation at the global level is also debated in terms of the potential negative impact that participation can have, particularly if it is not rooted in regional, national and local processes. Other potential negative effects can occur if children are not provided with the opportunity to influence the process; and, if follow-up work with the children is not undertaken.

4.2.3 Efficiency

Efficiency is the measure of how resources/inputs are converted into results. A financial analysis is beyond the reach of this evaluation, but the team can provide some general observations in relation to efficiency.

Effectiveness and efficiency of SCS's work was enhanced by the early and proactive planning that was undertaken. Advocacy material – films, CDs, books and pamphlets – as well as the toolkit on children's participation were available at the same time as the Independent Expert for the UN study was appointed. In addition, the toolkits that had been developed were accompanied by training seminars; child-friendly versions of the concept paper had been produced; and, regional and national focal points had undertaken considerable groundwork. This all meant that once the UN Independent Expert began his assignment, preparations had been undertaken so that the quantity and quality of children's participation in the Study was maximised.

Overall, according to the chair of the Task Group on Violence against Children²⁰, the inputs into the UN Study in terms of time and resources was higher than expected. However, this should be seen in the light of the many effects that Save the Children's work in the study process resulted in. First, the submissions prepared by Save the Children have not only contributed to the UN Study, but have also benefited SCS's own programmes as tools to address and advocate and raise awareness of violence against children. Second, the child participation process Save the Children pushed for and facilitated set precedence for UN studies and in the process raised awareness of its importance, value and feasibility. Moreover, the advance of the global process consolidated and contributed to processes SCS was already involved in at country level, which has helped move the agenda forward on several fronts.

4.2.4 Sustainability

Several of the effects of SCS's effort in relation to the UNVAC study can be considered reasonably sustainable – such as the different studies being submitted being used as reference; the appointment of the UN Special Representative on Violence against Children; and, the different networks that have formed as part of the study process and now continue to be active. It is difficult to assess whether the impact that children's participation has had on authorities, policy-makers and other stakeholders will be sustained. While some attitudinal changes are certain to have been achieved, a sustained effort will be needed to realise children's right to be heard and participate in similar processes. During the evaluation, a couple of stakeholders raised that they feel that the follow-up process since the study's publication has not been as active as had been hoped for and there is a sense of momentum being lost. To some extent, this is inevitable in these sorts of processes. However, a persistent follow-up effort will be necessary to ensure that governments live up to the commitments in this area.

²⁰ Göran Eklöf, Agneta Gunnarson, Holger Nilén. *Influencing the United Nations on Violence against Children*. SCS 2006. page 35.

5 Participation

This section looks at the results SCS has achieved with regard to securing children's participation in terms of *both* outcome goals and process goals. While the team was not able to observe child participation process first hand during the evaluation, there has been ample credible data available. SCS itself have offered nuanced and critical perspectives on their work in this area, which has also been echoed by partners. External partners have provided a very positive picture of SCS's work in child participation. External assessments reveal the strengths, progress and challenges that SCS has faced in this area of work and provide balanced conclusions.

The most comprehensive external assessment was commissioned by SCS to analyse its working methods and materials related to children's participation. It is entitled *Participation is a Virtue that must be Cultivated*²¹ and was recently published. The report is over 160 pages and was undertaken through extensive desk studies and interviews at national regional and headquarters levels. It also involved a series of e-discussions with SCS's child participation practitioners to further the debate and analysis. While no field visits were undertaken, the consultants have provided assessments on SCS's participation work in relation to conceptual understanding; mainstreaming; capacity-building; pilot projects & innovative approaches; support to child-led organisations & initiatives; awareness-raising, networking & advocacy; research and the development of materials; and, planning, monitoring & evaluation. The report is furthermore accompanied by an annotated bibliography of existing child participation materials within SCS – policy & strategy documents; guidelines & standards; tools; training handbooks; research; discussion papers; child-friendly documents and more – that is also over 100 pages.

The study is rich with information and of solid quality. Together with the bibliography it can serve as an important resource for both Save the Children and beyond. The magnitude and diversity of good practice contained in the document is remarkable. Nevertheless, the report includes more than 50 recommendations on how to improve children's participation within SCS's work. This can be seen as a reflection of the challenges that child participation presents, but also a testament of the ambitions that SCS has with regard to realising children's right to participation.

The objectives stated in the *Plan of Operations 2005–2007* for programme area 7 (the right to be heard and participate in the family, school, society and the media) are:

1. Increased knowledge among SCS and partners of methods to mainstream children's participation into all programme areas and particularly in relation to six priority areas;
2. Increased capacity within SCS and partners to apply children's participation in programming;
3. Increased work in SCS regions with children's involvement in media, community/local government and particularly within the family.

Apart from that the first two objectives are virtually the same, these objectives are not very specific or measurable. Nevertheless, the first two goals relate to involving children throughout the programme cycle, while the third concerns the participation of children in society. In southern Africa, the first objective for PA7 is "In and out of school children in supported programmes in South Africa, Zambia and Angola organise themselves, exercising representatively, accountability and democratic principles and exert influence on processes and decisions at local and national level" which is also very broad, vague and unclear. The second goal is "children in the supported school clubs have a say in the school governance and their views are considered." In Pakistan participation is being mainstreamed and there are therefore no specific goals for this programme area (which is also the case in several other countries and regions).

²¹ Clare Feinstein and Claire O'Kane. *Participation is a Virtue that Must be Cultivated*. Save the Children, Stockholm: 2008.

To assist in assessing the results achieved, the next sections will look at SCS's child participation work from three angles – i) the effort to promote children's participation in society; ii) mainstreaming participation in the programme cycle; and, iii) knowledge, capacity and commitment. The analysis will take departure from the key conclusions of *Participation as a Virtue* and complement them with findings from the case studies undertaken by the team.

5.1 Promoting Children's Participation in Society

For years, Save the Children has been considered a leading organisation with regard to children's participation. *Participation as a Virtue* holds that SCS's long-standing support to movements of working children and strategic support to other child-led initiatives and processes in West Africa, Latin America and, to some extent, South Asia have contributed to its learning in this area.

According to the report, SCS's promotion of children's participation in society takes different forms. These include support to:

1. *Movements* of working children and child-led organisations initiatives.
2. *Adult-driven efforts* aimed at establishing and supporting e.g. school-based clubs and community based children's groups, which often are part of a larger programme effort (such as addressing child-friendly education or child protection).
3. Specific children's *media initiatives* to raise the status of children and amplify the reach of children's voices.
4. Children's participation in *policy processes*.

The paragraphs that follow will look at these areas of work in relation to the findings in the case studies.

It is important to note that the social contexts in Pakistan and southern Africa do not easily lend themselves to children's participation. There is no tradition of involving the children in decisions in the community and the families. Adults' attitudes towards children remain the most formidable obstacle in promoting children's participation. This explains the dearth of *child-initiated and child-led organisations* in these countries and much more modest results in child participation compared to, for instance the West African and Latin American regions.

However, in both Pakistan and South Africa there are adult initiatives that promote the organisational development of school-based clubs and community based children's groups and committees. *Participation as a Virtue* found that strengthening organisational development of child-led organisations also contributes to the effort of strengthening civil society and good governance. Examples from the case study countries include 700 child rights committees and clubs in 5 different areas that have been supported as part of SCS's protection and education work in Pakistan. The child rights committees in Rahimyar Khan raise awareness about child protection and contribute to mitigating child trafficking for the camel racing business. SCS's partner – PRWSWO – believes that children's participation in these committees is key to the success of the project.

In South Africa, children's rights groups have also been formed as part of the child protection programmes. In Zambia about 8,000 children are involved in child rights clubs in schools. A 2005 evaluation of the latter found that they were highly relevant to the needs and desires of teachers and children and were also in line with government priorities. Among the effects were improved student-teacher relations and significant changes in gender relations among both pupils and teachers. Challenges included the high demand for the clubs and insufficient material to meet this demand adequately.²²

²² Child Rights Clubs Zambia – Project Evaluation Report. SCS 2005.

Participation is a Virtue and the Children's Participation Network both found that promoting children's participation in schools and/or communities has been relatively more effective than SCS's effort to promote children's participation in families.²³ Indeed, in both southern Africa and Pakistan, child participation in school and community contexts has shown more outputs and effects. However, a recent evaluation of SCS's children's participation work in southern Africa²⁴ held that while these projects "represent a significant contribution to models of child participation, they tend to operate at a micro level and do not constitute a movement". The same can also be said of this type of child participation work in Pakistan which is also very localised to a handful of districts.

In terms of *media initiatives*, there is no such effort being undertaken in Pakistan. However, in South Africa there is a media monitoring project in which children actively participate in analysing stories from the media on child issues through a website. They have also helped produce a code of conduct for journalists in relation to children's rights which the South African National Editors Forum has recommended its members to adopt. The project has been able to monitor a positive impact on media products. Meanwhile, the Children's Press Bureau in Zambia has built the capacity of children to produce media for mainstream media houses.

SCS demonstrated that not only was it a good idea to include children in the project but a necessity. But more than that, they would help MMP do whatever it took to ensure children's participation. By the end we had a project which included children in every aspect. – *William Bird, Director, Media Monitoring Project*

With regard to children's participation *in policy processes*, there are some examples from both Pakistan and southern Africa. As part of Pakistan's reporting process to the CRC, SCS provided technical and financial support to the government to hold consultations with children in different parts of the country to seek their opinion on the realisation/violations of their rights. SCS also successfully advocated for the need to revisit the draft National Plan of Action process to allow for children's participation. In the subsequent process, SCS ensured that street children, children in prisons and school children were consulted. With the Working Group on Child Sexual Abuse & Exploitation (WG CSA/E), SCS also prepared a child-friendly version of the action plan in Urdu to promote children's involvement in the process. Based on its success in these national processes (and participation in research work, as discussed below) SCS is considered one of the foremost organisations in Pakistan when it comes to child participation.

In South Africa, examples of children participating in policy processes include children's involvement in the national network against corporal punishment which made oral submissions to the Parliament on the Children's Bill.

SCS has also assisted us in making children's views on corporal punishment heard, which was not there before SCS began working on the issue. *Carol Bower the former Director of RAPCAN*

In South Africa, SCS has supported the effort of the Child Rights Centre to prepare and inform children to enable them to both participate in the public hearing of the Sexual Offences Amendment Bill and make submissions.

Furthermore, in Lesotho the NGO Coalition on the Rights of the Child assisted children to establish a Children's Committee which has been active in the State Party report to the CRC. It has also undertaken advocacy in relation to the Child Protection Bill.

²³ See also *Child Rights Perspective in Response to Natural Disasters in South Asia*. SCS 2006.

²⁴ Penny Ward. *An Assessment of Children's Participation within Save the Children Sweden's Regional Southern Africa Programme*, draft report, February 2007.

One aspect that the evaluation has not been able to verify is the extent to which participatory processes have been meaningful and ethical and whether the principles of non-discrimination have been systematically promoted in this context. While there are a few indications that these dimensions have been taken at least partly into consideration in a couple of cases, interviews and reports reveal that these areas are among the most challenging aspects of children's participation. Child-friendly material is important in this regard, and their availability in different languages and Braille. In terms of non-discrimination, children out of school and children that are not free to participate (e.g. child domestic workers) are among those that are the most difficult children to reach. Programmes that promote child participation through the education system, like the ones SCS supports in e.g. Zambia, will typically fail to reach these groups.

There is one project in southern Africa in which the ethical and meaningfulness of children's participation can be questioned. The children are involved in monitoring and analysing state budgets. The evaluation team has not had the opportunity to discuss with the children involved, but it appears debatable whether the principle of ethical and meaningful participation has been fully applied to this kind of work – particularly in an undemocratic country like Angola. An alternative strategy could be to involve the children in monitoring the spending, activity and performance of the local school – this would bring the tasks much closer to their own reality.

5.2 Participation and Programme Cycle Management

Since participation is both a means and an end for a rights based organisation like SCS, it requires both process goals and outcome goals. Therefore, children's participation needs to be part of planning, implementation, monitoring and evaluation (process goals); and while planning, monitoring and evaluation are needed to ensure the effectiveness and accountability of efforts aimed at promoting children's participation in society (outcome goals).

According to the study *Participation as a Virtue*, a few efforts have been made in these areas but they have not been sufficiently systematic. With regards to participation as a process goal, SCS has generally been better at bringing in children's views and perspectives during the project development phase, by taking into consideration children views documented in research and/or consultations. This is reflected in Pakistan where consultations with children in research (e.g. children's participation in the study of trafficking of children as camel jockeys) have informed project planning processes and advocacy work.

Children have not been involved much in monitoring or evaluation. In case of the southern African projects, there are a number of community-based awareness raising projects, in which it could be highly relevant to gradually introduce practices of child participation – for example, in monitoring of the child rights situation; sensitivity and behaviour of adults; and, the performance of volunteers, teachers, etc. in the project.

The team found one example in Pakistan where children recently released from the prisons on occasion were consulted on their views of the project. The study *Participation as a Virtue* calls for guidelines for the effective involvement of children's participation in planning, monitoring and evaluation. The study sees a need for SCS to strengthen mechanisms to allow children's diverse experience and views to influence SCS's policy, strategy and programme development at all levels. It also points out that SCS's internal management systems – including planning, budgeting and evaluation – would need to be adjusted to ensure systematic mainstreaming of children's participation. For instance, time frames need to allow for the possibility of including children's input. Furthermore, child-friendly material needs to be developed to support informed participation. Many of these recommendations were discussed and agreed to at SCS's global workshop "How to Implement a Rights-based Perspective in the 2009–2012 Plan" which took place in Rio in April 2008.

In terms of those projects that aim for children's participation in society as an outcome, *Participation as a Virtue* has found that until now, most evaluations of children's participation have focused on the *process* of participation rather than on *outcomes*. SCS is weak in involving children in monitoring and evaluating the *changes* that participation may have on children, adults and civil society. This was also reflected in the 2007 evaluation of children's participation in southern Africa.

Involvement of children in monitoring their own participatory processes can also “empower children with further skills and knowledge and provide additional opportunities to have a voice and an influence”. *Participation as a Virtue* recommends that from local level to headquarters level, SCS should increase its efforts to improve the planning, monitoring and evaluation of children's participation with a special emphasis on ensuring meaningful opportunities for children to influence decision-making.

5.3 Commitment, Knowledge & Capacity

Child rights programming – which goes beyond the concept of “beneficiary” participation to one of exercising citizenship and promoting good governance – has played an important part in achieving greater and more widespread support for the principle of promoting children's participation. Throughout the organisation there is today a fairly solid commitment to child participation. (It is even observable in the form of child-friendly spaces in the Islamabad office premises.)

Stakeholders also view SCS as a leading advocate for children's participation. For SCS, this involves assuming the role as a watchdog for *ethical and meaningful* participation of children. Having produced the *Practice Standards for Ethical Child Participation* (2005) that is used by the Alliance and its partners and by stakeholders throughout the UN Study process, SCS has credibility to do so. Save the Children is also regarded as a leading technical expert in child participation. UNICEF, the UN and many governments have called upon SCS to provide technical assistance.

The number and range of child participation materials – strategies, toolkits, guidelines, research, lessons learnt etc. – contained in the recent annotated bibliography on child participation is highly impressive. Most regions have produced at least 20 documents relevant to this area. These documents reveal a diversity of approaches and experience and a regard for adapting participatory efforts to the local context.

Nevertheless, conceptually, SCS is grappling with children's participation in relation to issues such as protagonism²⁵ and citizenship with respect to varying socio-political cultural contexts. Practically, non-discrimination and quality participation in the planning, monitoring & evaluation (PME) processes present important challenges for SCS.

As part of its knowledge management of children's participation, SCS has a Children's Participation Network, which consists of its child participation focal points from the regions and headquarters. Its role is to provide advice; promote the development and application of practice standards; support training, capacity building and assessment of children's participation – with a particular focus on children's participation as integral to child rights programming. The study *Participation is a Virtue* suggests that the members of this group continue and systematize documentation and learning exchanges by updating and circulating annotated bibliographies every six months throughout the organisation. It also recommends that “increased management support and investments in human and financial resources are needed” to ensure that children's participation is systematically mainstreamed and of high quality. It mentions good practice in South and Central Asia where there has been a conscious effort to build the capacities of national staff not only through training workshops, but also through mentoring, staff support and management.

²⁵ Protagonism involves actively supporting a cause. Cussiánovich (2006) sees protagonism as a human calling while participation is an operational dimension. There can be no protagonism without participation but not all participation is the exercise or expression of protagonism.

SCS in Pakistan and southern Africa maintain that child participation is an area where most partners need further capacity. In both countries, partners explain that they regard child participation – beyond the direct involvement of children in projects – as a key challenge. While there appears to be understanding of the principle of supporting and facilitating children's participation in decision-making, they are far from ensuring systematic involvement of children in all aspects of the programming process. Given the extreme vulnerability among many of the children that SCS and its partners work with, the ethical aspects of children's participation need very careful consideration. There is a clear desire and need for further training on children's participation among SCS's partners. Partners in both countries also wished for a regular dialogue and exchange of experience on child participation with other SCS partners in the country and region.

5.4 Assessment

This section will comment on the relevance, sustainability and effectiveness of SCS's work to promote children's right to participation. Relevance is assessed in relation to children's needs and priorities and SEKA/EO's overall goal. Effectiveness is assessed in relation to the overall objectives set by SCS in this field of work. Sustainability of SCS's child participation efforts is looked at in terms of the probability of continued long-term benefits.

5.4.1 Relevance

It is difficult to gauge how important participation is for children in different countries and different communities around the world. Children seldom have formalised means of expressing their priorities. Furthermore, caregivers and duty-bearers in many societies tend not to recognise participation as a key priority, although all countries except Somalia and USA have signed and ratified the Convention on the Rights of the Child, which stipulates children's right to be heard. Most governments have been slow in taking measures to realise this right.

SCS and other organisations have conducted some research into the area. For instance, in the national children's opinion poll supported by SCS in 2002, South African children expressed that the right to participation – to take part, to be heard and listened to – was the third most violated right in their lives (the right to protection against violence and abuse and to a safe environment were considered to be the most violated). Although child participation is considered very important among the Save the Children organisations, it still came as a surprise that children put such high importance to their participation in the family, community and society in general – ahead of issues such as poverty, education, work, etc. If the priorities of children in South Africa (who enjoy relatively little participation) are indicative of children's concerns in other parts of the world, then the promotion of participation is *relevant* to children's priorities.

While promoting children's right to participation is *relevant* to child rights programming – since it is integral to the approach – the question is whether it also is relevant to SEKA/EO's overall goal. It appears, however, that this effort can be considered most relevant to democratic development. First, by cultivating children's capacities to partake in civil society, it enlarges the cadre of civil society actors, which arguably makes it more vibrant. Second, the work promotes that children – whose voices are generally marginalised in society – are heard. In particular, SCS's support to child-led organisations (including working children's organisations) and their efforts to influence local, national and regional legislation and institutions can be considered important in this regard. In effect, poor children are supported in improving their living conditions and civil society is made more inclusive. Third, promoting child participation can also contribute to a stronger future civil society as children grow up and apply their agency as adults. The relevance of children's participation is dependent on whether the participation is meaningful and ethical. This represents a formidable challenge that SCS generally seems to be well aware of and has developed a leading capacity in. Yet the meaningfulness and rel-

evance of children's involvement in national budget analyses as seen in southern Africa (discussed in section 5.1) can be questioned.

As discussed in section 5.3, SCS's support to children's participation in society also includes building the capacity in child participation techniques among civil society partners. Given the need and desire for training in this area expressed by partners, this work is relevant.

5.4.2 Effectiveness

The extent to which SCS has been effective in achieving its goals for children's participation is difficult to assess since SCS's objectives are imprecise in their formulation. Nevertheless, SCS has no doubt fulfilled its goal to enhance its knowledge and understanding of participation during the last four years. It has produced a sizeable amount of documentation relating to this area of work. Staff are committed to the concept. SCS has made a concerted effort to build capacity among its partners in this area. According to external informants, in some countries and internationally, SCS is considered an authority in this area of work.

While there is certainly room for improvement, the team has found that children are in many cases involved in some aspects of SCS's programmes – which support their right to be heard and participate in society – but outcomes have not been well documented. Generally, child participation efforts have been more successful in schools and communities than in families. Participation is also not always mainstreamed throughout all programme areas. It is also not yet systematically mainstreamed throughout the project management cycle. Given SCS's weaknesses in relation to ensuring results-based project management, SCS may need to consider taking one step at a time in this area and only gradually bring in children into the management process.

Most partners seem to find applying participation techniques to their projects to be highly challenging and seek more support. SCS staff also grapple with children's participation – albeit often at a different level – and see a need for more systematic knowledge-sharing in this area of work among regions and more management support.

On the one hand, SCS has achieved important results and had an impact, not least in relation to the UNVAC study, during the last four years. Thus, at an absolute level, it can be concluded that SCS is an effective organisation with regard to promoting children's participation, particularly in relation to other organisations. On the other hand, SCS staff members convey a feeling that much more can and should be achieved in this area. More training, more knowledge sharing, more advocacy and more awareness-raising is sought. Addressing non-discrimination within the context of children's participation needs to be further developed. SCS's 2005–2007 report to SEKA/EO states that it is “a true challenge to further develop the understanding of meaningful and respectful child participation. This goes for SCS itself who may, from time to time, have been better at preaching than practicing, but also for a range of actors in society. A primary concern is how to find effective ways of reaching greater participation of children in the private spaces such as in the family”.

5.4.3 Sustainability

The *sustainability* of children's participation in the long-term depends on SCS's and its partners' ability to institutionalise children's participation in existing societal and governance structures (schools, local and national governments) as well as in policy processes. It is too early to assess SCS's success in this area, but there appears to be a consciousness of this need.

6 Promoting a Vibrant & Democratic Civil Society

This chapter draws on data gathered through interviews, desk reviews, SWOT workshops with partner organisations, case studies and a global partner survey in which 85 civil society partners from around the world contributed with their views. Feedback from SCS's partners constitutes the most important data for the analysis. In theory this could present a problem since partners could tend to be less critical in their views since SCS funds their work. However, the team found that in SWOT workshops and interviews, partners tended to be frank and open and did not hide weaknesses. Furthermore, the format and structure of the questionnaires took into consideration the fact that partners could have a positive slant in their responses. It furthermore did not pre-empt responses (e.g. by asking partners to react to a series of specific questions about the nature of the relationship) and instead gathered data by using questions that allowed for open-ended but quantifiable answers. As a result, the frequency that certain issues come up can be seen as credible indicators of SCS's relationship with partners.

Altogether, SCS works with 499 partners. Three-quarters of these are civil society organisations. State partners and "other types of organisations"²⁶ make up around 10% each, while international organisations make up about 5%. SCS undertook a thorough assessment of its support to organisational capacity development of partner organisations in 2007. Several of the study's recommendations are already being applied.²⁷

An underlying core principle in SCS's work is to implement its programme through civil society organisations. In this sense, the work with civil society cuts across all programme areas. As seen in Chapter 2, one of SCS's strategic objectives is that civil society, including children's own organisations, monitors and promotes the rights of the child. One of the global priority areas is "strengthening of partner organisations and contributing to a global child rights movement", while one of the programme areas specifically aims for "a civil society for the rights of the child". In southern Africa and Pakistan the goals formulated for this programme area relate to supporting networks, improving CRP among partners and increasing their partners' organisational effectiveness and efficiency to enable them to effectively advocate for and promote children's rights.

SCS's theory of change involves empowering civil society. Likewise, empowerment of civil society organisations is a key component of its child rights programming. Given that SCS's hierarchy of goals represents aims with slightly different scopes, this chapter will focus on assessing SCS's results in relation to the empowerment of civil society since i) it lends itself to a holistic analysis of SCS's efforts in relation to civil society; and, ii) it best resembles SEKA/EO's overall goal of "strengthening a vibrant and democratic civil society".

²⁶ Among those partners that are classified as "other" are semi-independent entities such as university-based organisations and the Human Rights Research Council in South Africa. However, in practice, the university-based organisations function much like NGOs. They run their own development projects and are generally considered to have an autonomous status within the university with wide range for manoeuvring. The university affiliation amounts to certain benefits in terms of reduced office costs and cooperation with faculties and specialists. In South Africa these play a key strategic role in the SCS programme – not only through research and providing "ammunition" for the advocacy work of civil society organisations – but also through its strategic litigation work.

²⁷ Cecilia Karlstedt. "Assessment of Save the Children Sweden's Support to Organisational Capacity Development of Partner Organisations" April 2007. See Box 12.

6.1 SCS's Efforts to Empower Civil Society

Empowerment can be seen as having three dimensions – agency, resources and achievements.²⁸

Agency (process), or the ability to define goals and act upon them, is a key dimension of empowerment. Agency encompasses a range of purposeful actions – bargaining, negotiation, resistance and protest – that amount to exercising voice.²⁹ While agency can be considered at the heart of the process during which choices are made, resources and/or enabling conditions of some kind are required for empowerment. *Resources* (conditions) can be divided into three categories: i) human resources; ii) Social and political resources; and, iii) financial, material or economic resources.

The third dimension of empowerment is realised *achievements* (outcome). The outcomes achieved through the combination of resources and agency (such as economic, social, cultural, civic and/or political changes in society), can further empower individuals, organisations and communities.

The following three sections examine how SCS has contributed to strengthening the different dimensions of empowerment – resources, agency and achievement – among its civil society partner organisations.

6.1.1 Resources

This section looks at three types of resources that are relevant to empowerment. They are human resources – which encompasses, among others, knowledge, skills and creativity; social and political capital – including the claims, obligations, influence and expectations that inhere in relationships, networks, connections and institutional arrangements; and, financial resources.

Human resources

SCS's contributes to the empowerment of its civil society partner organisations by strengthening their human resources through training, technical backstopping, mentoring and provision of documented materials and resources.

All in all, over 90% of the survey respondents regard SCS's expertise – including the training opportunities and technical support it offers – as one of its three most important strengths. Examples of survey responses include:

(SCS's strength is its) capacity building programme with regular workshops and training programmes for staff and partners related to each of the CRC issues.

SCS is strong programmatically and they understand child protection and child right programming much better than any other partner that we are working with.

In Pakistan, the office has conducted a total of 119 training sessions with over 2400 participants on child rights, child protection, child participation and child rights programming between 2005 and June 2008. Most of the sessions are from three to five days and are run by SCS staff or a closely affiliated consultant. The partners in Pakistan have appreciated the quality and relevance of SCS training, which they say is conducted by professional and skilled trainers who use practical experiences on the ground as examples in the training sessions. They shared that SCS bases its training on findings and assessments during field visits to the different partner organisations and assesses weaknesses/areas for improvement. The partners praise SCS's training materials and its approach of modifying training activities according to the needs of the partners. They commend its practical and multidimensional approach and SCS's appreciation for the local context.

²⁸ Kabeer, N. "Reflections on the Measurement of Women's Empowerment" in *Discussing Women's Empowerment – Theory and Practice*. Sida: 2001.

²⁹ Kabeer, (2001), page 21.

In southern Africa training has recently gained momentum and focus. The organisational development work started out from a rather weak basis (no clear objectives, indicators or strategies in the *Plan of Operations*), but over the past year, SCS has moved ahead and taken a more systematic and strategic approach. The regional office has recognised the importance of strengthening partner capacities through the preparation and implementation of comprehensive plans for organisational development, rather than supporting partners to overcome their punctual weaknesses. It has recently undertaken a closer analysis of its partners, selected five for special organisational development support, and is undertaking baselines/organisational diagnoses to more effectively target the support.

During the programming period, there has been training on “to do” issues such as CRC reporting, child rights, fund-raising, child rights programming and accounting; as well as “to be” issues such as internal democracy, identity, strategic plans, etc. – of which the latter was mainly provided by external consultants. There have also been regionally specific training activities such as a workshop on the African Charter on the Rights and Welfare of the Child and training on sexuality and masculinity to end violence and the spread of HIV/AIDS.

There is now a deeper understanding of what ZINGO’s core values and niche are as opposed to before we partnered with SCS. This has further increased the ownership of the organisation by its members and consequently enhanced sustainability of the programme. *Director of Zambian NGO network.*

Box 11 – Strategies for SCS to Improve Organisational Capacity Development of Partners:

1. Develop a common definition of organisational capacity development (OD) of partner organisations.
2. Clarify its rationale for working with or through different categories of partners.
3. Develop common criteria for selecting long-term partners.
4. Study experiences from rights based partners to identify common practices that can be multiplied.
5. Formalise the process for OD needs assessments including a common check-lists, manual and a standardised report.
6. Explore the possibility of a leadership programme for the heads of organisations.
7. Broaden training effort to include individualised training for a long-term relationship.
8. Include the organisational support to the partners in the regular planning, monitoring and evaluation (PME) system.
9. Country offices develop a format for a PME system for each organisation.
10. Analyse experiences of exit strategies with partners.

From Karlstedt (2007).

According to the survey results, the *technical support* that SCS’s staff members offer through site visits, feedback, mentoring and dialogue is highly valued among partners – at least as much as the training SCS offers:

(SCS’s strength is) their availability for consulting with them.

We find them to be very accessible for consultations. Communication has always been open and constant. Questions regarding programme implementation are always immediately responded to.

They provide the partners with very strong technical support and introduce innovative ideas to improve our delivery to children.

(SCS's strength is) site visits to see our projects and bring new ideas, discuss new trends and information they access world-wide. We use SCS as a resource for new ways of viewing our projects. Information sharing through the net is useful, however, a face-to-face relationship and sharing a mutual investment is for us very important.

Critical thinking is developed among partners due to on the ground support and mentoring.

SCS's wealth of resources in the form of written documents, tools, guidelines, research and advocacy material was highlighted by its civil society partners surveyed and some of the Alliance members interviewed:

SCS's research and publications have provided important ammunition for advocacy.

(SCS) has useful publication for children and young people.

While there is no doubt that partners highly value SCS's effort to strengthen human resources, just about all partners desire more knowledge and request more training and technical support. Subject areas for training specifically mentioned by partners were:

- Training in monitoring and evaluation;
- Management training;
- Training on advocacy techniques; and,
- Training in resource mobilisation.

Pakistani partners also requested more training that includes experience from the region. They furthermore see a need for more of SCS's materials to be made available in Urdu and local languages.

Partners have also offered views on how SCS's effort to build capacity among its partners can be improved. Nearly *half* of the survey respondents saw a need for improved means of collecting and disseminating good practice and lessons learnt. SCS's partners also regarded the lack of follow-up by SCS after training sessions to determine effects and usefulness of the capacity gained as an area that needed improvement.

In South Africa a couple of partners found SCS's approach too "top-down" and in some cases not sufficiently sensitive to the views of the partners, resulting in "one-way" training in which the partners are seen as "recipients".³⁰ More space for exchanges between partners and building on their own experiences, as opposed to one-way lectures was called for. A few survey responses echoed the latter request:

Create a systematised and regular info-sharing and resource-sharing mechanism (resources in the sense of new relevant studies, research, tools and information about new developments that SCS or partners come across).

In South Africa there were cases of local partners sending programme staff to SCS training sessions, since top management were already knowledgeable in the area. In these cases it could be considered that it is the responsibility of partners – and not SCS – to fund and organise training if capacities are already available in-house. There were also cases of SCS providing training for non-civil society organisations, such as the university-based organisations, in fields of child rights programming, CRC reporting and even generalist courses such as funding and accounts issues. Even though SCS argues that the universities may have a watchdog role to play and that it cannot have different conditions for

³⁰ SCS holds that in southern Africa persons often refer to culture, religion or top-down approach when there is a lack of interest in a certain issue.

different types of partners, it can be debated whether these organisations need such training at all, and if it should be a task of SCS to provide it.

Financial resources

Although SCS is typically a small-scale donor among its partners, it is seen as dependable: more than four-fifths of the survey respondents specifically mention SCS's reliability as a key strength. Its administrative and financial systems are predictable and straight-forward. The support is secure and SCS is considered flexible regarding how the funds can be used.

Not surprisingly, many partners also found the financial resources that SCS provide to be meagre. Nearly one-fourth of those surveyed raised this as an issue. However, an even more important issue for partners is the financial predictability that could be achieved if they were granted multi-year financial support. While partners appreciate that SCS tends to commit to a partnership for at least three years, this is offset by one-year financial agreements that limit longer-term perspectives, and in practice creates inefficiencies. In southern Africa, partners describe how the administrative aspects of this system of support reduces the actual implementation period to only 6–7 months per year and creates considerable uncertainty – which in some cases have led to competent staff resigning to attain more secure jobs. In the survey some partners responded as follows:

The contracts should be multi-year as opposed to short-term one-year contracts. A considerable amount of time is wasted on negotiating for the upcoming year, reporting and waiting for the transfer of funds. This affects implementation.

We would like Save the Children Sweden to understand our work's nature, which aims to achieve long-term results, rather than focusing on the short-term ones.

(Our partnership could be enhanced by) longer-term core grants (related to) the theme of child empowerment and voice – which would give greater flexibility, responsiveness and impact than short-term specific project budgets. One year is too short to see the impact and make long-lasting change possible.

(Our partnership could be enhanced by) long-term programs with children so that we can measure positive impact and changes with regard to the fundamental problems children face.

In the view of the evaluation team, this one-year funding modality is highly inappropriate in relation to SCS's fundamental goals, which aim at long-term changes in policies, legislation and civil society capacity development. Since Sida's agreement with SCS is provided on a three-year basis, there seems to be little justification for it.

Socio-political resources

The socio-political resources that SCS has helped enhance among its partners have been significant. In addition to holding annual events to share the diverse experiences, SCS in Pakistan has supported two major civil society networks – the Working Group against Child Sexual Abuse and Exploitation (WG CSA/E) and the Juvenile Justice Network (JJN) during the current programming period. Although the cost of participation in this group is borne by each participating organisation, SCS supplies a meeting place and pays for the material costs associated with the groups' initiatives. JJN enjoyed considerable successes before this programming period (for instance, its systematic campaigning for the promulgation of the JJSO led to greater implementation and extension of the ordinance into Federally Administered Tribal Areas and Federally Administered Northern Areas) but was disbanded in 2006. While the network could still contribute to improving the juvenile justice system, it has arguably achieved its key goals.

Meanwhile, WG CSA/E has been very active during the last few years. It has aimed at combating CSA/E through secured political commitment, a regulatory framework for Internet services and building children's awareness of their rights as a means of protecting themselves. It has been actively involved in the national dialogue on the draft Child Protection Bill and Child Protection Policy and has advocated for "net smart rules" for children and safe Internet surfing. The group is also in contact with the major political parties to promote child protection in the political agendas.

In southern Africa, SCS has been instrumental in supporting regional networks of partner organisations that focus on capacity-building and joint advocacy activities. The networks supported include:

1. The Southern Africa Network on ending corporal punishment
2. The Regional Child Rights Network on the African Charter and the UN Convention on the Rights of the Child
3. The Southern Africa Child Rights Budget Advocacy Network – Imali Ye Mwana
4. The Southern Africa Network on the UN Study on Violence against Children
5. The Regional Leadership Forum

These networks provide opportunities for the partners to establish relationships, create alliances and learn from each other. They also contribute to addressing the root causes of some of the most severe child rights violations in the region by aiming to change policies and practice of the key duty bearers.

SCS helped establish the Regional Network against Corporal Punishment and the Promotion of Positive Discipline in 2006, which has actively advocated for including a ban on parental corporal punishment in law reform processes. With members from seven countries, it has formulated a joint position statement and conducted campaigns. Taking departure in the UN Study on Violence against Children, the network lobbies the African Union and has obtained an official hearing. It also succeeded in making corporal punishment the theme for the last African Day of the Child.

The *Imali Ye Mwana* Network, founded in 2004, includes child rights CSOs from South Africa, Zimbabwe, Zambia, Swaziland and Botswana and advocates for increased and efficient use of public resources for fulfilment of children's socio-economic rights. Its current focus is on children's right to education. It has raised awareness at the African Union and the Pan African Parliament.

SCS has established the Regional Leadership Forum for its five core partners to help them exchange experience. The aim is to develop a sustainable group of strategic child rights organisations to become a regional force for children's rights. There are also examples of ad hoc networking within the region facilitated by SCS, such as the "Children's Bill working group" in which the positive experience from South Africa was used to set-up and support a similar group in Zambia.

The networking support SCS provides is generally highly appreciated. Its expertise is also valued. In the case of the corporal punishment network, however, SCS's technical input is interpreted by several partners as sometimes pushing a "Scandinavian agenda". This is not to say that the partners support corporal punishment, but they sometimes differ on timing and approach to use.³¹

Despite SCS's prominent role as a facilitator for its partners, its partners want more. Around 40 per cent of the survey respondents would like to benefit from more opportunities to build relationships,

³¹ Instead of opting directly for a ban, some of them prefers to focus more on community, media and awareness raising efforts (since a large part of the population still accepts parental use of corporal punishment as a means to "discipline" their children) and at the same time try remove the clause on "reasonable punishment", which is thought to be easier both in political and technical terms (South Africa follows the Anglophone tradition of common law in which attempts to ban corporal punishment in Canada and Northern Ireland has recently failed).

share and learn from other organisations. More than a quarter would like SCS to facilitate contact with other donors, authorities or institutions. In Pakistan, for instance, partners shared that they would like to benefit from regional and international networking. Furthermore, although they take part in an annual joint meeting with SCS, they would like to form a network so that experience exchange could become more regular and active. Surveyed partners echoed similar wishes:

(Our partnership could be enhanced by establishing) partnership sharing platforms e.g. a meeting once per year for 3 days to share our programs, successes and challenges. This can help problem-solving and relationship-building. Sometimes you can feel very isolated and one needs to be reminded of the bigger picture.

Introduce a mechanism to ensure regular joint strategic thinking and debates on intervention strategy (this does not happen, mostly due to time constraints) outside of formal planning sessions, which only happen once a year.

6.1.2 Agency

Agency – the process of purposeful action and exercising voice – strongly correlates with SCS's and its partners' advocacy and awareness-raising work. The advocacy and awareness-raising efforts discussed in Chapters 3, 4 and 5 in relation to children's right to protection, children's participation and the UNVAC Study provide numerous examples that illustrate purposeful action, exercising voice and the promotion of children's involvement in civil society. This section will not repeat these examples but instead consider the agency of SCS and its partners in relation to the CRC and other human rights processes in southern Africa and Pakistan.

With its partners in Swaziland, SCS has been instrumental in supporting the elaboration of an alternative CRC report and has also assisted relevant follow-up activities. This included supporting a partner's participation in a CRC session in Geneva and financing a visit by the CRC committee to Swaziland to discuss the concluding observations of the committee. Meanwhile, in South Africa and Zambia SCS has supported partners in making submissions to the periodic reviews of the UN Human Rights Council.

SCS has also supported partners to advocate for government ratification of the African Charter on Rights and Welfare of the Child and compliance with its reporting system. The African Charter is an important parallel treaty to the CRC, since the former is considered by many to better reflect the values, cultures and traditions in Africa, for example, in relation to the role of the child in the family and the community.

The regional report for 2005 to 2007 to Sida mistakenly claims that SCS was involved in the alternative reporting in Pakistan, this was not the case. Instead, SCS provided technical and financial support to the government to ensure that children's opinions on the realisation/violations of their rights were sought. In the process, SCS was joined by several of its civil society partners. In Pakistan SCS deems that as long as the government is co-operative and responsive, it prefers to collaborate with the government on its CRC report, as opposed to compiling an alternative CRC report.

6.1.3 Achievements

The outcomes achieved by civil society organisations through the combination of resources and agency play a role in further empowering them. Chapters 3, 4 and 5 provide several examples of some of the effects (outputs and outcomes) that SCS and its partners have brought about. Effects on policy at the national, regional and international levels can be particularly empowering. Such achievements include the clauses prohibiting corporal punishment and/or promoting positive discipline in the (draft) child protection bills in Lesotho, South Africa and Pakistan. After advocacy work by partners in Zambia, the Ministry of Education has committed itself to implement strategies to end corporal punishment in schools. In Pakistan the small, very modestly resourced Working Group on CSA/E has played a tre-

mendous role in raising awareness of how children in Pakistan are exposed to sexual abuse and commercial sexual exploitation – the extent of which was not previously recognised. The National Plan of Action passed by the government now contains a specific plan for the protection against sexual abuse and exploitation of children that was drafted by the working group.

6.2 Relevance

This section examines whether SCS's goals, strategies, approaches and efforts related to its organisational and operational support to civil society is relevant. The first part focuses on SCS's overall goals and strategies and its relevance to SEKA/EO goal of strengthening civil society. The second part examines the needs and priorities expressed by partners, the added value that SCS's support brings and to what extent SCS's approaches and efforts are relevant to SEKA/EO's goal and the principles outlined in the *Guidelines*.

6.2.1 SEKA/EO's Goal

This section analyses to what extent SCS's strategies, methods and goals are relevant to *the development of a vibrant and democratic civil society and enabling poor people to improve their living conditions*.

Civil society is strongly present in SCS's vision of societal change, its hierarchy of goals and its rights-based approach. The empowerment of civil society actors cross-cuts almost every project it undertakes. It works with civil society at different levels – community, national, regional and international – which enhances the dynamic of its work.

While SCS's goals have a narrower focus (on children) and a more pronounced rights-based approach than SEKA/EO's, there is important overlap in what these two institutions aim to achieve. In many of the countries that SCS works in, civil society organisations working with children's issues focus largely on service delivery. In countries like South Africa, there is a tendency for the government to reject the “watch dog” role of civil society organisations and pressure them to deliver services instead. Rights-based capacity and advocacy support from SCS to civil society organisations is therefore much needed and highly relevant to ensure that the government assumes its responsibility as the main duty bearer.

Likewise, the concept of enabling poor people to improve their living conditions is strongly present in SCS's priorities – although focus is again specifically on children. The word “poor” as such, however, does not feature in SCS's objectives or priority and programme areas. This needs to be understood within the context of SCS as a rights-based organisation, which implies it regards a poor person as someone for whom a number of human rights or freedoms remain unfulfilled. While distinct, this approach is consistent with Sida's perspectives on the essence of poverty “as the lack of power and choice and material resources”.³² Furthermore, the concept of “improving one's living conditions” implies empowerment, which is at the heart of a rights-based approach. The poorest children of the society face a much higher risk of being exposed to (other) child rights violations such as sexual abuse, corporal punishment, no access to quality education, lack of basic citizens rights (such as birth registration) and adequate treatment from police and immigration authorities. Thus, a child rights programming approach like SCS's that addresses some of the most severe child rights violations, will also constitute a poverty-oriented approach.

Nevertheless, the relevance of a few of SCS's efforts that consist of strengthening government actors could be questioned in relation to strengthening civil society. In Pakistan the team found that the support for children in the juvenile justice system is channelled through the government and, as such, does not empower civil society. However, the only way for SCS and its civil society partners to make

³² Sida (2002)

in-roads in this area of work (which is highly relevant from a child rights perspective) was to develop a relationship and establish a pilot project with the government. The project has now been replicated in another province but the support is channelled through a civil society organisation.

As seen in section 6.1.1, SCS and its partners have trained a range of civil servants to improve the protection of children in different situations. The training often forms part of integrated community approaches and referral systems for child abuse and is undertaken by civil society organisations. It should be regarded as one means by which SCS's civil society partners reach their specific goals – which in some cases would be impossible without training, interacting and facilitating dialogue with government actors. Furthermore, as seen above, the achievement of goals is itself an empowering factor for civil society organisations. Thus, it is important to assess to what extent projects involving capacity-building of civil servants are a means to an end. In most of the cases analysed, the evaluation team finds these activities justified.³³

In Pakistan the team found that SCS has supported the government directly in relation to the National Plan of Action and the CRC report. It consisted of technical input and assistance with ensuring children's participation in the consultation processes. Again, the end can be seen as justifying the means, since children's participation can contribute to making civil society more vibrant and democratic.

Overall, the extent to which SCS and its partners work with or support government actors is limited. It would seem that SCS's own resources could be used to finance activities whose relevance can be questioned in relation to SEKA/EO's goal. A reporting system that allows SCS to distinguish between Sida's and its own funds would be helpful in this regard.

6.2.2 Needs of Civil Society Partners, SEKA/EO Principles and Value-Added

Taken together, SCS's support to its civil society partners can be regarded as reinforcing both their *capacity* (organisational support) and their *operations* (operational support – advocacy and service delivery), although different projects and programmes have different emphases. Thus, SCS's support conforms to the analytical model in the *Guidelines*.

The responses from partners in the survey provide an overwhelmingly positive picture of their relationship with SCS. First, SCS is more than just a donor. It is a *partner in the true sense* and a close ally. Partners highly regard its openness, sincerity, respectfulness, flexibility and capacity to adjust to changing conditions with regard to both focus and funding. The close and open dialogue with partners leads to the generation of new/innovative ideas.³⁴ As such, the support is relevant to the principles of reciprocity and dialogue that, according to SEKA/EO's *Guidelines* should underpin partnerships with civil society organisations.

Second, partners see SCS as having a *clear focus, strong commitment, competent staff* and being a *dynamic leader* within the area of child rights. It has a powerful trademark that lends legitimacy to its partners. As one partner expressed:

SCS has a niche that others don't have.

Third, partners appreciate that SCS has a local presence, promotes continuity and maintains a long-term focus. Partners also value that the conditions on the ground form the basis for agenda-setting. On the whole, most partners hold that SCS shows respect and promotes local ownership. Thus, the support is relevant to the principles of ownership and initiative of local partners outlined in SEKA/EO's *Guidelines*.

³³ In South Africa SCS has provided training in child rights, resource mobilisation and accounts for university-based organisations. It can be debated whether it should be SCS's task to provide this.

³⁴ However, it is noted that partner involvement in for instance, the regional strategy for southern Africa has been limited.

Box 12 – Local ownership: In Pakistan civil society partners praised SCS for never forcing ideas upon them and for respecting their norms and cultural values. More than half of the survey respondents also emphasised SCS's high degree of respect for their views and work, which suggests that local ownership is promoted. Meanwhile, in southern Africa, SCS has on occasion shown determination in relation to certain positions and have not been sufficiently sensitive to the views of the partners. One survey response from a different region hinted at a similar dynamic. These may be instances of personal differences.

Fourth, many partners appreciate that SCS can support more than just projects by assisting in *building organisation capacity* and enhancing knowledge. The training and technical back-stopping provided is highly regarded by almost all partners. It is also particularly relevant to promoting a vibrant *democratic* civil society, since for SCS it involves building organisational capacity based on human rights principles and values that include internal democratic systems.

Finally, being part of SCS's *regional and global networks* is highlighted as a benefit that provides an important opportunity to take part of lessons learnt. The interaction among SCS's civil society partners at local, national, regional and global levels conforms to the principle outlined in SEKA/EO's *Guidelines* of linking together the local and global perspectives.

On the other hand, the fact that SCS only undertakes one-year funding agreements with partners can be seen as undermining the relevance of the support both with regard to the needs of most partners (which is longer-term financial support) and of SEKA/EO's principle of establishing partnerships that build on long-term potential.

Meanwhile, none of the partners express that SCS's support lacks relevance to their needs, priorities and their assessment of the local context. In sum, in terms of adding value to the work of civil society organisations, SCS's partnerships can be regarded as relevant.

6.3 Effectiveness in Promoting a Vibrant & Democratic Society

This section examines to what extent SCS' efforts are contributing to results with regard to contributing to a vibrant civil society. As discussed above, if civil society organisations are empowered through SCS's support, then SCS's efforts are effective in promoting a vibrant and democratic society. Indications of civil society being empowered would be if i) organisations have had their human, socio-political and financial resources enhanced; ii) there is evidence of the agency of civil society actors; and, iii) civil society organisations are achieving results.

As detailed in the sections above, there are multiple indications that SCS is successfully contributing to the empowerment of civil society organisations: it provides civil society partners with human, financial and socio-political resources; it supports partners in taking purposeful action and exercising of voice; and, the partnerships have contributed to a range of achievements – from effects at the community level to policy changes at the national, regional and international levels. Partners that share SCS's vision are supported to become effective child rights organisations. The way SCS systematically involves these partners in its research work and advocacy campaigns further contributes to their internalisation of child rights.

By channelling funds through SCS, the value-added that SEKA/EO gains is considerable. It includes SCS's impressive child rights knowledge, expertise and experience; the dynamic partnerships it fosters; the networks it energises; the interplay it promotes between local, national, regional and international levels; and, its formidable track-record of influencing and changing policy internationally – starting right with the Convention on the Rights of the Child itself. Taken together, SCS contributes to a vibrant democratic civil society for the rights of the child in a way that few others can match. Even among the

Save Alliance members SCS stands out: within the Alliance SCS is recognised for its effective advocacy work; its knowledge of the human rights framework and how to work it; its holistic perspectives and approaches; its steadfast commitment to children's participation and its high-quality communications and campaign materials.

Nevertheless, there is some room for improvement in the effort to empower civil society organisations. This includes: i) establishing multi-year financial agreements with at least its core partners;³⁵ ii) improved means of collecting and disseminating good practice and lessons learnt to partners; and, iii) undertaking systematic follow-up after training sessions with partners to determine effects and usefulness of the capacity gained. Partners would also like to see more opportunities for training and networking.

Throughout this evaluation, SCS's partners, other Alliance members and external stakeholders have pointed to the need for SCS to scale up its efforts. This refers in particular to the successful integrated community-based projects that contribute directly to only a limited number of children – but which could potentially be extended to district, provincial and national levels. Since SCS is a small international NGO, such endeavours would probably require strategic shifts, not to mention considerable financial resources. However, Save the Children's aim for Unified Presence could potentially serve as a vehicle for SCS to take its successes to scale. This would require careful and astute strategising at different levels within the organisation to identify opportunities and mechanisms within this context.

6.4 Efficiency

The evaluation team has not undertaken a full financial analysis of SCS's programmes. A few observations can nevertheless be made concerning efficiency and SCS's approach. First, SCS's partners examined by the team seem suitable for the tasks at hand. Partners generally have the goals, perspectives, knowledge and technical capacity that are relevant to the work they undertake with SCS.

Second, the relationship between financial input and outputs appears to be reasonable, and in some cases is very positive. The study of the exploitation of children in the coal mining industry – which involved costs such as training of researchers, children's participation, and long travel distances between six coal mines within a remote part of the country, has only cost around SEK 15,000. While the fruits of this work are yet to be seen as the research process took a long time, if this study meets the standards of SCS's previous studies in Pakistan, value for money will be very high indeed. SCS in Pakistan has a reputation among partners to be "very economical" and "stingy" and thereby achieving objectives with very limited resources. SCS's partners themselves regarded this as a means of promoting sustainability.

The evaluation team has noted a few ways that could enhance SCS's efficiency. As discussed in section 6.1.1, multi-year funding modalities, at least for core partners, would be a welcome way to improve the efficiency of partners since it would reduce the frequency of the administrative tasks and processes that annual negotiations and agreements entail.

While SCS is very strong in terms of contributing to local and regional networks, in South Africa SCS has limited programmatic cooperation and exchange with other international organisations. Both SCUK and UNICEF have parallel activities – UNICEF funds some of the same partners as SCS; like SCS, SCUK is involved in child migration issues; and, both UNICEF and SCUK have models for addressing child protection at community levels that resemble SCS's. All three organisations support the work plan of an NGO that undertakes litigation work, but there is little interaction between the donor partners.

³⁵ SCS's core partners are those which it will develop a closer co-operation in the years to come because they share similar goals and priorities and are seen as strategic in the (future) child rights movement of the country. It will provide more organisational support to core partners and regard the co-operation as long-term. In Pakistan SCS has identified three core partners, in southern Africa there are five.

This undermines efficiency and counters the principles of the Paris Declaration. While SCS holds it has thematic discussions with SCUK, a closer relationship with SCUK should be expected, considering the Alliance's aims to establish a unified presence.

In the other countries in the region, however, there seems to be closer cooperation with other like-minded donors. SCS works with UNICEF and SCN in Zambia and the Alliance has established a unified presence office in Angola.

6.5 Sustainability

Developing the technical and organisational capacities of partner NGOs generally contributes to them becoming more institutionally sustainable. A factor that would enhance this would be the extent to which the support caters to the needs, priorities and roles of each NGO. This would require that i) the training and organisational development is based on an assessment of the needs and priorities of the organisations; and, ii) monitoring and follow-up of training is undertaken to assess relevance, effects and outcome at the organisational and individual levels. The evaluation team found that SCS is taking steps to prepare organisational development plans for core partners. This will, however, need to be accompanied by monitoring and follow-up to determine progress and whether and how adjustments need to be made.

The sustainability of a civil society organisation depends on its ability to secure longer-term financing. Unless they are among the few that have a wealthy membership base, civil society organisations require external funding. Nearly a quarter of the partners that responded to the survey requested training in fund-raising. In South Africa, SCS's partners shared that because private sponsors, charity organisations and even international aid organisations want to see more immediate and visible effect for children. Efforts that are service delivery-oriented are much more likely to receive support than those of SCS's partners', which tend to focus on longer-term goals. SCS in southern Africa tries to address the issue by helping partners to attract other donors – both in terms of establishing contacts and formulating concrete action plans. In a few cases, SCS has been instrumental in linking up partners with international donors that has resulted in funding. At the same time, SCS plays a key role in supporting national and regional networks, which has helped establishing platforms and links that makes the partners less vulnerable in financial and organisational terms.

In Pakistan, SCS's partners have expressed a strong need for enhancing their fund-raising capacity, to which SCS has responded positively. A few modest indications of sustainability in Pakistan include that the first hospital child protection committee established with PPA, no longer needs financial support from SCS. SCS can instead direct its funds at other committees. Second, the support to mitigate child trafficking in Rahimyar Khan has attracted other larger donors to fund the effort. As a result, SCS's resources are now only a small part of the total budget. Finally, a few of SCS's partners are mobilising funds from Pakistani philanthropists, partly based on results achieved with SCS.

7 Planning, Monitoring & Evaluation

Since the systems-based audit undertook a comprehensive assessment of SCS's operational management system – which covered planning, monitoring, evaluation and measuring of results – this chapter will be limited to a few observations in relation to overall goals, coherence, monitoring & evaluation and SCS's new Planning Monitoring and Evaluation guide (PME).

7.1 SCS's Objectives & Coherence

Much can be said about how confusing, complicated and overly multi-faceted SCS's hierarchy of goals is. Combined with 11 different programme areas, SCS's strategy and planning documents give the impression to external observers of lacking focus, clarity of mission and of spreading itself out too thinly.

Nevertheless, partners (and Alliance members) praise SCS's clear vision and coherent approach. As many as one third of the partners surveyed saw SCS's clarity of vision as one of its most important strengths:

SCS has a clear vision of how to work towards its objectives.

(SCS' strengths include) their clear vision and how they follow a very appropriate route to their determined objectives.

The case studies and SCS's work in relation to the UNVAC study also reveal that general there seems to be coherence and consistency in SCS's work. The simplification of SCS's programme areas from 10 to 4 in the next programme period is a welcomed move and is likely to enhance the clarity of SCS's aims.

How well objectives are formulated in the project documents of partners varies considerably. At the lower end there are a few project documents that arguably do not form a sound basis for entering into a contractual agreement, since it is not sufficiently clear what the partner is going to do. Furthermore, a significant number of project documents contained no or very weak problem analyses. At the same time, the team found that site visits and discussions with partners revealed relevant and well-planned dimensions and evidence of outcomes that were well beyond what was included in the project plans and reports in terms of strategy, conceptual understanding and information. This can partly be attributed to inabilities to convey these aspects in a second language (English) and lack of experience among some partners to provide analytical accounts in written form.

This account, however, cannot explain incoherencies in SCS's recent reporting to Sida (2005–2007). Part of the difficulties with this report is that the four new programme areas are reported on, and not the 10, which formed the basis of the planning. In theory, the four new areas can capture the old 10, with the exception of the right to enjoy the best possible health (PA5). To address this, the southern African section includes an additional section on HIV/AIDS – the main health intervention in the region.

However, the report has failed to cover the results of certain areas that logically fit into the new programme area structure. For instance, in southern Africa, the outputs and outcomes related to the rights of migrating children have not been reported upon, although reporting on this could arguably be addressed under the heading “protection”. Likewise, the plan of operation for southern Africa discusses objectives and activities related the effects of unemployment on children. The report to Sida does not mention this area of work – although it forms part of a former programme area that relate to civil society. Both these examples constitute areas where the team noted that some results have been achieved.

7.2 Monitoring & Evaluation

A considerable weakness of SCS's development co-operation work is its lack of an established, systematic programme cycle management system with clear output, outcome and development goals and indicators that can be (and are) regularly monitored, reported on and evaluated. This is no secret. It is recognised as a problem by headquarters, the board, the systems-based audit, the stakeholders met with during the case study visits, partners surveyed for this evaluation and SEKA/EO. It undermines SCS's accountability with regard to all stakeholder groups and its ability to learn from its work. While the evaluation team would not go as far as to say that SCS is not a learning organisation,³⁶ its ability to learn and draw lessons would be considerably more effective if it had operational systems to monitor results.

From data gathered during the case studies, the evaluation team has found a lack of systematic follow-up affects many aspects of SCS's work – such as its efforts related to training, children's participation and the promotion of non-discrimination. While SCS's training is highly regarded by both partners and external stakeholders, systematic evaluation of training sessions and post-training follow-up of participants (e.g. 6–24 months after the event) is not undertaken. Likewise, as seen in chapter 5, the *outcome* of children's participation in processes is rarely monitored and assessed. SCS's mapping of SCS's work on the right to non-discrimination strongly calls for simple guidelines for monitoring and evaluating programmes in relation to the right to non-discrimination since data in this area is insufficient.

This is not to say that monitoring and evaluation are not taking place. Evidence gathered by the team suggests that SCS's back-stopping and dialogue with partners at least sometimes involves considerable monitoring and discussions on results – but this work is either ad hoc and/or not systematically reported on, which undermines accountability. Similarly, evaluations are ad hoc. They are also relatively few in number and tend to focus on collecting lessons learnt or mapping rather than applying critical assessment. The lack of systematic and documented monitoring and evaluation processes in relation to clear indicators and goals, affects the quality of SCS's reporting – from ground level to headquarters, leaving stakeholders desiring a lot more. The latest report to Sida on results is a case in point.

7.3 Draft PME Guide

In the first half of 2007, SCS has produced the long-awaited and much needed draft PME guide of over 100 pages with an additional 50 pages of templates. Training related to the new guide has already started. The long time it has taken for SCS to prepare a PME guide has several reasons. One has been a concern to establish a monitoring and evaluation system that adequately reflects all facets of SCS's work, some of which are more challenging to measure – such as networking, behind-the-scene influencing and the larger-scale impact that are very strategic but small-scale interventions may have within an area. A second reason may be that a major component of SCS's work has been advocacy for absolute outcomes – new or reformed legislation, policy development, etc – which does not need measuring in the same way.

The draft PME guide is an important development. It is ambitious and covers many of the most important aspects in this area of management. The team has a few suggestions on how its can be improved, with a focus on monitoring and evaluation:

1. The document does not have the inspirational tone and quality that SCS's rights-based handbook and guide have. It is very long and sometimes more philosophical than providing hands-on information.

³⁶ This was a conclusion of the systems-based audit. SCS has a knowledge management unit, an impressive wealth of documented knowledge resources, a relatively advanced intranet system for learning, regular opportunities for technical networking and has commissioned several global studies (for instance on non-discrimination, children's participation and organisational development) to help it learn and improve.

2. There is little mentioning of how SCS's PME will inter-relate with those of other members of the Alliance. It would seem that at least in the area of child rights situation analysis, the member of the Alliance could make an effort to collaborate jointly. In Southern Africa the team saw considerable scope for collaboration with other actors who work with children in relation to situation analyses.
3. SCS would have benefited from drawing upon the vast body of work on the methods for monitoring and evaluation that has been undertaken within DAC/OECD. The definitions and concepts that have been developed in this context have stood the test of countless M&E systems and are now standardised within most national and international development agencies.
4. The only evaluation criterion that the guide is concerned with is the long-term effect of impact. This is typically the most difficult criterion to assess. Evaluations today usually focus on one or more of the other four evaluation criteria developed by OECD/DAC – relevance, effectiveness, efficiency and sustainability. It is hard to see how an evaluation system can be accountable and promote learning without addressing, for instance, relevance and effectiveness.
5. The text can be very abstract in places. More case examples from SCS's own projects would help illustrate concepts. This has been used very effectively in *Getting it Right for Children* and would be a welcome addition in this document.
6. Having a section on the formulation of objectives inserted in the middle of the monitoring and evaluation section makes it seem that the value of objectives is merely as a tool for M&E. A discussion on objectives would make more sense in the sections that discuss planning.
7. For a rights-based organisation, the quality of the project processes are as important as achieving the goals themselves, since rights should be practiced and experienced by rights-holders. Therefore, process goals need to be monitored and evaluated along with outcome goals. If process goals are not firmly embedded in the system for measuring results, they can be undermined. This is arguably already happening in other organisations that combine a rights-based approach with results-based management. Therefore process goals that cross-cut all – such as non-discrimination and children's participation – need to form central parts of the M&E system and should be given special consideration in the guide.
8. SCS should consider including specific guidelines on self-evaluations in the PME-guide. In particular, participatory SWOT analyses which provide a multiplicity of interpretations of programme strengths, weaknesses, opportunities and threats can be an important source or evidence.
9. Given SCS's approach and focus on capacity-building and awareness-raising, it appears that *Outcome Mapping* could be an M&E approach that adequately captures the effects of SCS's work. Outcome Mapping recognises that development is essentially about people relating to each other and their environment. In this approach developed by IDRC, outcomes are defined as "changes in the behaviour, relationships, activities, or actions of the people, groups, and organisations with whom a programme works directly. These outcomes can be logically linked to a programme's activities, although they are not necessarily directly caused by them.... by focusing on changes in behaviour, Outcome Mapping makes explicit something that has been accepted by development practitioners for a long time: the most successful programmes are those that devolve power and responsibility to endogenous actors."³⁷ (See also Box 13 below.) SCS could consider exploring outcome mapping in its M&E work, perhaps by piloting it within a specific project or programme.
10. SCS should seek feed-back from the field on the usefulness, strengths and weaknesses of the draft guide before the next version is prepared.

³⁷ Sarah Earl, Fred Carden, and Terry Smutylo *Outcome Mapping: Building Learning and Reflection into Development Programs*. IDRC: 2001. or http://www.idrc.ca/en/ev-9330-201-1-DO_TOPIC.html

Box 13: Outcome Mapping focuses on the following key words:

Behavioural change: Outcomes are defined as changes in the behaviour, relationships, activities, or actions of the people, groups, and organisations with whom a programme works directly. These outcomes can be logically linked to a program's activities, although they are not necessarily directly caused by them.

Boundary partners: Those individuals, groups, and organisations with whom the programme interacts directly and with whom the programme anticipates opportunities for influence. Most activities will involve multiple outcomes because they have multiple boundary partners.

Contributions: By using Outcome Mapping, a programme is not claiming the achievement of development impacts; rather, the focus is on its contributions to outcomes. These outcomes, in turn, enhance the possibility of development impacts – but the relationship is not necessarily a direct one of cause and effect.

Source: http://www.odi.org.uk/RAPID/Tools/Toolkits/Communication/Outcome_mapping.html

7.4 Conclusions

In practice, SCS has a clear focus and strategic approach to the goals it wants to achieve. Likewise, the projects of its partners consist of a lot more than meets the eye in its documentation. Monitoring and evaluation efforts have been ad hoc and insufficiently documented to assess progress and determine whether adjustments are needed to more effectively reach objectives. The lack of a PME system has undermined SCS's accountability. In the next programming period, SCS and its partners need to devote significant resources on applying the concepts in the long awaited PME guide to capture and document its problems analyses, goals, strategies, progress and achievements. The PME guide would benefit from further editing and refinement to ensure that it is user-friendly, more practical, broadens its evaluation criteria and is appropriate in relation to a rights-based and results oriented organisation.

8 Lessons Learnt & Recommendations

Highlights of SCS's work offer important examples of good practice and can serve as lessons:

1. SCS *adds value to the development of a vibrant and democratic civil society* in two important ways. First, its child rights programming approach is highly relevant to strengthening civil society. In addition to expressly aiming to empower civil society, it promotes children's participation in society, community-level involvement and civil society organisations engaging with government. Second, SCS adds value in the way it supports its civil society partners. Its partners regard SCS as a partner in the true sense – respectful, open, sincere and flexible. As a dynamic leader in the area of child rights, SCS lends legitimacy to its partners and assists them to build both their technical and organisational capacity. It does this not only through training and its vast amounts of documented resource materials, but also through an open ongoing exchange and dialogue with partners. Furthermore, SCS brings its partners together and helps establish, support and interact with civil society networks. On occasion it also links partners across regions.
2. SCS is making important progress in *applying a rights-based approach*. Adopting human rights principles in all areas of work requires profound changes and considerable time. SCS is, however, well on its way. Clear vision, considerable commitment, tenacity, strong intellectual leadership and capacity in this area have been contributing factors to SCS's success in child rights programming. High quality guidelines and systematic training of staff and partners have also underpinned the progress made.

Among its most difficult challenges is mainstreaming non-discrimination and children's participation. Mainstreaming is always a challenging exercise, particularly when the work is sensitive and up against cultural norms. Likewise, although SCS is recognised as a world leader in children's participation, mainstreaming children's participation in its work and ensuring that it is meaningful and ethical will require more attention from SCS in the upcoming years. This evaluation has not looked at SCS's process with regard to internalisation of human rights in the form of its organisational justice (nor did the systems-based review). However, it appears that at least the concepts that this involves are well established with SCS staff – all staff encountered by the team had a solid understanding of the principles and practice of rights based approaches.³⁸

3. One of SCS's important strengths is that it works with the same issues at different levels – *community, national, regional and international*. This allows for dynamic interplay between the grassroots level work and initiatives at the macro-level. There is thus a clear strategic coherence throughout the programme in which activities at different levels are complementary and contribute to the same overall objectives. SCS's community-based work – although it is very limited in terms of size – plays a significant role in informing the macro-level initiatives and keeping these grounded in reality. Meanwhile, the efforts to instigate change at the macro-level (policies, budgets, legislation, etc.), have a positive “trickle down” effect on the fulfilment of rights for marginalised children at the community level. Although this is a long, complicated and sometimes unpredictable process, there is evidence of results and that SCS and its partners are on the right track.
4. SCS's *strong regional approach*, which includes supporting regional studies, networks, capacity building and advocacy, also adds value. It allows for regional learning, cross-fertilisation and networking. Learning from the successes of an NGO in another developing country can be extremely valuable for many partners. Regional advocacy approaches, such as in southern Africa with regard to corporal punishment, bolsters momentum and makes regional institutions better targets for lobbying.
5. SCS's way of combining and interlinking its *four methods of work* – research & analysis; advocacy & awareness-raising; capacity-building; and, direct support – yields synergetic and mutual supportive effects and contributes to a sum that is greater than its parts.
6. SCS's *advocacy work* appears to be effective because of systematic planning which involves building alliances with partners from the ground level up. SCS does not go for one-off high-profile and glossy campaigns. Instead, as seen in relation to UNVAC, it mobilises itself and partners at all levels and establishes a broad front. At the same time, it has been able to maneuver discretely at political and diplomatic levels.

Recommendations

1. SCS's one-year *funding modality* is not coherent with SCS's long-term goals and is not conducive to empowering civil society organisations. SCS should take the necessary steps to introduce multi-year funding agreements, at least with core partners, as soon as possible.
2. SCS should continue to roll out its plan to establish a functional planning, monitoring and evaluation system (*PME*). In this process it is important to ensure that process goals are not overlooked as a result of the increased focus on outcome goals. Mechanisms should be put in place to ensure regular feedback from the country and regional offices so that the PME guide can be updated to reflect the needs, realities and innovations on the ground. When the guide is revised, SCS should strongly consider adopting the evaluation criteria used by OECD/DAC. By introducing more criteria than impact, SCS can measure more dimensions of its work; more easily address issues that may need to

³⁸ Already in 2005, it was established in a benchmarking report that SCS was making important progress in becoming a child rights based organisation Nilsson, Annika. *To what extent is Save the Children Sweden a Child Rights based Organisation? Benchmarking* Nov 2005.

be changed; improve its learning; be better held to account and demonstrate more results at different levels. As the manual is refined, efforts should be made to make it more practical and user-friendly. Guidelines for self-evaluation, SWOT analysis and outcome mapping should be considered.

3. To better track the effects of its work, SCS should develop a system (e.g. questionnaires and/or interviews) to monitor the effects of its *training initiatives* immediately after sessions, as well as, for instance, six months and 1–2 years later. Trainees and their organisations should be asked to co-operate in this endeavour.
4. Likewise, SCS should consider engaging with its partners to establish means to track the effects of its *networking support*. This can be challenging since good networking should lead to many spin-off effects, but with co-operation from partners this is possible.
5. In line with its own *gender equality* policy, SCS should make a comprehensive effort to ensure that gender perspectives permeate all its work. In particular, SCS needs to ensure that partners integrate gender equality concerns in analyses, planning, monitoring and reporting; as well as in tools such as manuals and studies.
6. In the effort to promote non-discrimination and improve effectiveness and efficiency of its efforts, SCS should consider applying resources to *translate more key documents*, guidelines, tools and training material into more languages.
7. In the last year, SCS has taken important steps to improve its work in relation to child participation, organisational capacity development of partners and the promotion of non-discrimination by undertaking *comprehensive studies*. The reports offer a range of useful and thoughtful recommendations. SCS should continue with its effort to implement these. SCS should also consider undertaking follow-up studies in a few years time in these three areas to assess progress.
8. SCS should consider how *Unified Presence* can act as a vehicle for scaling up its successful approaches. In particular, its experience with promoting children's rights, protection and participation using integrated community approaches could be suitable for bringing to scale to district level and beyond. Likewise, Unified Presence is an opportunity for convincing other Alliance members of the centrality of empowering civil society in the effort to realise children's rights. This would require careful and astute strategising at different levels within the organisation to identify opportunities and mechanisms within this context. It will also require that SCS develops a robust monitoring and evaluation system so that SCS can clearly show the extent of its achievements.
9. Given SCS's technical expertise in child participation, SEKA/EO and SCS should consider *involving children in the next evaluation* of SCS's work. Provided that SCS can secure conditions for ethical and meaningful participation of children, SEKA/EO and SCS are likely to gain useful data, perspectives and lessons that can contribute to further improvement and learning. Furthermore, such a process could contribute to (Sida's and SCS's) accountability and contribute to Sida's knowledge base in evaluation methods for development co-operation.

Annex 1: Terms of Reference

1 Background

A considerable part of Swedish development cooperation is channelled through Non-Governmental Organisations (NGOs). At present the Division for cooperation with NGOs (SEKA EO) within the Swedish International Development Cooperation Agency (Sida), contributes funds to Swedish organisations and their cooperation partners in over hundred countries worldwide. During the last years, disbursements from Sida to Swedish NGOs for development cooperation have annually exceeded 1,200,000,000 SEK.

In order to streamline the administration and assessment procedures for project proposals, Sida has introduced a system of Framework Agreements with the Swedish NGOs, at the moment this entails fourteen organisations. The agreements are based on procedures; principles and criteria laid down in Sida's Conditions and Guidelines for NGO support. As part of the Framework Agreement Sida allocates funds on a multi-year basis to the organisations. These allocations normally do not exceed 90% of the total project costs.

The goal of Sida's NGO cooperation is strengthening of civil societies. Since a considerable part of Swedish development cooperation is channelled via Swedish NGOs, it is of growing interest to assert the degree to which Swedish NGO development cooperation contributed to the overall objective of SEKA EO, i.e. to the strengthening of a vibrant and democratic civil society in partner countries as well as strengthening human rights. Furthermore, Sida's overall objective is to help create conditions that will enable the poor to improve their lives.

The fourteen Framework organisations are either operative organisations with partners in the developing countries or so called umbrella organisations³⁹. The umbrella organisations channel support through other Swedish NGOs to the cooperation they have with local partners.

Save the Children Sweden is one of the framework organisations that work in co-operation with Sida. A Framework Agreement between Sida and Save the Children Sweden is valid to 31 December 2008. During the financial year 2008, Save the Children Sweden's Framework Agreement with SEKA EO amounts to 131 000 000 SEK. Additionally, the organisation in 2008 applies for or are granted 26,4 MSEK from SEKA HUM; 38,3 MSEK from AFRA; 12 MSEK from DESO; 3,3 MSEK from ASIEN and 7,5 MSEK from the Swedish Embassy in Zambia.

This evaluation is part of the general follow up of programmes supported by Swedish NGOs co-financed by SEKA EO and is as such an important part of the dialogue between Sida and the Framework organisations.

2 Purpose and Scope of the Evaluation

The overall purpose of the Evaluation is to assess if Save the Children Sweden (SCS) development cooperation contributes to the SEKA EO objective of strengthening the civil society and enabling poor people to improve their living conditions.

³⁹ SEKA EO support 6 umbrella organisations: Forum Syd, LO/TCO Council of International Trade Union Cooperation, Olof Palme International Centre, The Swedish Pentecostal Mission/PMU, Swedish Organisations' of Disabled Persons International Aid Association & Swedish Mission Council. 8 operative Framework organisations: Africa Groups of Sweden, Diakonia, Swedish Cooperative Centre, Plan Sweden, Swedish Society for Nature Conservation, Save the Children, Church of Sweden & Training for Development Assistance/UBV. Additionally, Sida also has a frame organisations for Humanitarian Assistance: the Swedish Red Cross.

The specific objective is to evaluate the effectiveness, impact, relevance, sustainability and efficiency of the SCS's programmes financed via support from SEKA EO.⁴⁰ In this evaluation emphasis should be put on examining effectiveness, relevance and sustainability, although all the five areas mentioned interrelate. Effectiveness in regards to SCS and their partners' contribution to the SEKA EO goal as well as their own goals. Relevance is a matter of the extent to which the objectives of the SCS address the priorities for the stakeholders (target groups), conform relevant policies and in particular contribute to the SEKA EO goal. Sustainability concerns the continuation of development effects after the completion of a particular support. Impact, in the sense of long term development effects, is of less concern in this evaluation, although negative and positive (intended or unintended) may be of interest to document or comment on. Efficiency can be assessed, but not merely in strict economic terms, but also in relation to the selection of partners, the partnership model and its added value to SCS. The selected programmes reviewed should constitute a representation of the programmes supported.

Moreover, the evaluation should serve as a learning tool for both SCS and SEKA EO, as well as an instrument for Sida's overall assessment of SCS. It should suggest improvements for the SCS concerning planning, implementation and monitoring of their development cooperation. As well as contribute to the learning of good methods and examples for strengthening civil society that might emerge during the evaluation.

3 The Assignment

The evaluation should cover a representation of SCS's current operations and its partners (may also include operations terminated during the last year). The evaluation should also address the following questions:

What is the Effectiveness of SCS's partners' in terms of SEKA's overall objective⁴¹?

Assessment of the effectiveness of SCS's partners' work in relation to the SEKA overall objective. A particular concern is to what extent the strategies, methods and goal chosen by SCS contribute to SEKA's overall objective. The implementation work of the local partners should be investigated including an assessment of the relationship between SCS and its partners and with other stakeholders. This analysis should, in turn, give an input into an assessment of the results and impact of programmes/projects funded by SCS, in relation to the level of fulfilment of SCS's overall objectives. It is important to examine the whole sequence – i.e. the effectiveness of partners in relation to their partners and if there also are intermediary partners (or global ones). Also assess if the goals could be reached through alternative means or partners.

What is the Relevance of SCS's partners' programmes in the local context?

Assessment of SCS's partners' relevance considering sectors, stakeholders⁴² and areas of operation in relation to the problems identified. Furthermore, addressing the relevance of the partners' work in the local context is of importance. Could there for instance be target groups or areas of support that are neglected and ought to be given higher priority in the programmes? What role does SCS partner play in their local civil society and how does it coordinate its work with other actors at different levels in society. What is the added value of this specific cooperation?

What is the Sustainability of SCS's programmes?

⁴⁰ Sida's Evaluation Manual 2nd revised edition 2007 should be used for definition of each term.

⁴¹ Contributing to the development of a dynamic and democratic civil society and strengthening and enable poor people to improve their living conditions

⁴² Who are the stakeholders? How do stakeholders participate? Are participatory methods used in planning and implementing of programmes?

After the cessation of support is there a continuation and longevity with respect to the development effects resulting from the intervention? Of special interest is to assess the value added of the present model of partnerships between SCS and its partners.

4 Methodology, Evaluation Team and Time Schedule

The evaluation has been commissioned by Sida, the Division for cooperation with NGOs, (SEKA EO). A Steering group consisting of the Head of SEKA EO, a representative from Sida's Evaluation Department as well as a programme office from SEKA EO will approve the inception report as well as the draft report. A reference group with representatives from SEKA EO as well as the SCS will be of access to the Consultant through out the evaluation process. The programme officer at Sida responsible for the evaluation is Carin Zetterlund Brune.

4.1 Evaluation process

The selected Consultant is asked to begin the assignment by preparing an *inception report* not exceeding 3 pages elaborating on the basic design and plan for the evaluation. The consultant should submit suggestions and criteria for selection of countries/partners to be assessed. The inception report shall be approved by SEKA EO within ten working days.

The Consultant shall evaluate relevant background documentation that will be provided by SCS or Sida, as well as examine a sample of partner organisations and projects in at least two countries. Any studies that recently have been undertaken in regard to SCS, as well as the principal steering document for Sida's cooperation with NGOs should be used as background material⁴³.

The partner organisations and projects shall be selected in order to ensure a reliable and representative basis for the purpose of this evaluation. The locations and/or organisations to be visited shall be determined in dialogue with Sida and SCS.

During the evaluation process the consultant has to give relevant feedback on and discuss the initial observations/findings with the partner organisations i.e. included in the visits to the selected countries. Furthermore, before leaving a country visited the consultants should carry out a debriefing with partner organisations and when relevant with staff of the Swedish NGO or Embassy present.

A *draft report* will be submitted to Carin Zetterlund Brune (SEKA EO) both by mail and in ten hard copies. SEKA EO will disseminate the draft to the Steering Committee and the reference group in order for them to be given the opportunity to comment and correct any factual errors.

4.2 Method

The evaluation should be carried out in adherence to Sida's Evaluation Manual 2nd revised edition 2007 and to Dac's Evaluation Quality Standards. The analysis is expected to include a study of relevant documentation, e.g. documents in Sweden of applications and assessment memos and descriptions of organisations. Interviews will be done with 8–10 local partners of SCS and their branches. Selection of partners to assess will be done by the consultant in dialogue with Sida and SCS.

SEKA EO considers that the evaluation team focus on lessons learnt and to the degree possible reaching the conclusions and recommendation in close dialogue with the SCS and the selected partners to emphasise the participatory learning process.

The evaluation requires an overview of the objectives, purpose, plans and priorities of SCS and the selected partners. It also involves an overview of the implemented programmes and projects of the selected partners. The assessment of the value added of the partnership should include an overview on

⁴³ "Sida's Guidelines for support to development programmes of Swedish NGOs (2007) "Perspectives on Poverty (2002)" and "Sida's policy for Civil Society" (2004) and any other document that might be of relevance.

the activities of SCS that was done as part of the partnership, and the extent to which the partner perceived the partnership as relevant. Information on the programmes and projects may be found in SEKA EO database www.sida.se/ngodatabase

In order to assess the relevance in terms of civil society needs and priorities a review of secondary sources of information has to be undertaken. This might include the context analysis of the partners, study of the poverty reduction strategy paper of the country and alternative papers and persons well informed of the function and roles of civil society in the country. It could also include other types of reviews and research. It is also important to contact and if relevant interviews personnel, at Swedish Embassies.

An obvious problem with any evaluation of this type is that a major source of information comes from the partner organisations themselves. Hence, the consultants should, to the largest extent possible, try to get “second opinions” from other informants less at stake in the present partnership, or in other ways can add a different perspective. These informants might include other NGOs, community leaders, journalists, researchers, or whomever most suitable.

Furthermore, the consultants are required to have a transparent discussion, for each of their main conclusion, on the type of sources they were able to use, the extent by the informant could be considered to have a stake in the issues, the extent by which they were able to corroborate or triangulate the conclusion by other sources with a different perspective or stake, or if they have any alternative explanation of their observations.

4.3 The Consultant and composition of team

The Consultants assigned to carry out the evaluation are called off from the “Framework agreement for Consulting Services in relation to Civil Society” with the regard to services of evaluations/developments of methods, March 2007.

The Consultant should seek to use a participatory approach and if possible to have a gender balanced team. The Team Leader should have thorough experience of Swedish Development Cooperation including civil society issues as well as documented experience of conducting evaluations.

The team should include:

- appropriate knowledge about civil society contexts (e.g. perhaps use national or regional consultants with relevant experience of evaluating civil society)
- experience of gender issues
- knowledge of children rights
- management and organisational skills.

The bid should include criteria's of selection as well as suggestions of what countries/programmes to include in the evaluation.

4.4 Time Schedule

The time needed for the assignment is estimated to a maximum of 12 person weeks, including the time required to prepare the inception report and including time for completing the report and a presentation at a seminar of the draft report.

5 Reporting and Timing

The evaluation shall be started no later than the 2008-04-01. An inception report shall be presented no later than 2008-04-15 which Sida should approve within ten days. A *draft* of the full report shall be presented to Sida's NGO Division for consideration, not later than the 2008-08-15. Sida and SCS will comment the draft report within fifteen working days, after which the Consultant shall prepare the *final report* within ten working days.

When the draft report has been submitted the consultants will present the report at a seminar at Sida, Stockholm.

The report must include a presentation of the process in drawing up the evaluation design and choosing methodology. It shall also list all contributors to the evaluation (excepting those that have opted for anonymity).

The final report should be delivered by the Consultant to Sida's NGO Division within two weeks after received comments. The final report shall not exceed 50 pages excluding Annexes and be submitted electronically and in 10 (ten) hardcopies.

The report shall be written in English. The final report must be presented in a way that enables publication without further editing, which includes having been professionally proof read. The format and outline of the report shall therefore follow, as closely as is feasible, the guidelines in Sida Evaluation Manual – a Standardised Format. The evaluation shall be written in programme Word 6.0 or later version as attached file and copy on CD. Subject to decision by Sida, the report might be published in the series Sida Evaluation.

6 Other

Sida's strategy for the internal development of capacities implies that Sida and SCS personnel should have a possibility to participate in the ongoing work of the Consultant when appropriate.

7 Specification of Requirements

Sida will, after evaluating the call-off proposals using the criteria specified below, decide upon which call-off proposal is most suited for the assignment. Sida will then make a decision and sign the call-off orders under the "Framework agreement for Consulting Services in Relation to Civil Society" with the regard to services of evaluations/developments of methods, March 2007.

The call-off proposal shall present the following information: How and when the assignment is to be done;

- The working methods employed in order to complete the assignment and secure the quality of the completed work; use a participatory approach and if possible a gender based team including local consultants;
- State the total cost of the assignment, specified as fee per hour for each category of personnel, any reimbursable costs, any other costs and any discounts (all types of costs in SEK and exclusive of VAT);
- A proposal for time and working schedules according to the Assignment, including suggestions and criteria for selecting countries/programmes to be examined;

The consultant should be able to sign the call-off order no later than the 2008-04-01

Annex 2: Methodology

1. Aim and Purpose

According to the terms of reference (see Annex 1), the *purpose* of the evaluation is to assess if SCS's development cooperation effort contributes to SEKA EO's objective of *strengthening the civil society and enabling poor people to improve their living conditions*.

The *objective* of the evaluation is to assess the effectiveness, impact, relevance, sustainability and efficiency of the SCS's programmes financed by the support from SEKA EO with particular emphasis on *effectiveness, relevance and sustainability* and the degree to which SCS *adds value* to the development co-operation process.

2. Determining the Scope

During the inception meeting, the team raised the vast size of SCS's international programme (18 offices and 272 projects that are relevant to SEKA EO's goal of strengthening civil society). Sida articulated that it wanted the evaluation team to prioritise a *narrow* and *in-depth* study of SCS's results over a broader analysis. Furthermore, the evaluation should have a strong focus on what i) SCS and its partners have achieved/not achieved; ii) the manner in which they try to achieve their goals; and, iii) the added value of SCS.

While it is often difficult to separate an organisation from its work when evaluating developing co-operation efforts, because of the recent systems-based audit of SCS, it was agreed that the evaluation should not address the systems, capacity and internal organisational issues of SCS. It was also agreed that the evaluation should *not* cover SCS' emergency effort or any other work that is funded by parts of Sida other than SEKA/EO. Also, the evaluation should *not* cover SCS work with Barnen's Värld.

The terms of reference stipulated that 2 country case studies be conducted. The choice of country case studies was based on the following criteria which were developed with SCS:

1. Mix of geographical regions;
2. Mix of regional programmes and country programmes;
3. Size of SCS's portfolio in monetary terms e.g. country portfolio that is larger than 8 MSEK; and regional portfolio that is larger than 50 MSEK;
4. A representative range of different types of programmes/projects;
5. A representative mix of types of partners;
6. Mix of older and newer types of programmes/partnerships;
7. Whether recent evaluations/assessments have been undertaken;
8. A unique situation or special approach used in a particular country or region that would be worth studying from a lessons learnt perspective.

Together with SCS and in agreement with Sida, the team identified *South Africa country programme/southern African regional programme* as the only option that would fit the criteria above and offer the possibility of studying a country-level programme and visiting a regional office in one single trip. The *Pakistan* country programme was chosen to represent a sizeable non-emergency country programme outside Africa.

The inception phase revealed that the limited time available for the evaluation and the case studies in particular, required identifying a thematic focus that allowed a more narrow and in-depth focus. After studying SCS's documents outlining its i) programme areas for 2005–2008; ii) strategies; iii) priorities; iv) five dimensions of change and the Boards' new directive for SCS's work; and, v) the programme budgets; the team identified criteria for the selection of 2–3 programme areas. These were:

1. A programme area that is directly relevant to the development of a vibrant and democratic civil society
2. A programme area which represents a large financial focus in SCS's Programme
3. A programme area that represents a significant technical focus within the organisation
4. A programme area that is cross-cutting and directly relates to SCS's rights-based approach
5. Programme areas that are relevant at local, national, regional and international levels

In consultation with SCS, the team identified a combination of *three programme areas* that fit these criteria.

These are i) *protection* – specifically combating abuse and exploitation of children (criteria 2,3 and 5); ii) children's *participation* – both a means and end in SCS's work (criteria 4 and 5); and iii) contributing to the development of a *vibrant and democratic civil society* for the rights of the child (criteria 1,2 and 4). With regard to protection work at the global level, SCS's significant work in relation to the UN study on Violence against Children was studied. The report contains a separate chapter covering this area.

2.1 Scope of Pakistani case study

In Pakistan, the team reviewed all available project documents but focused on the three most important programmes areas in terms of child protection and civil society (child participation is not a programme area in Pakistan but a cross-cutting concern) – which also are the three most significant programme areas in terms of financial size. They are PA1 *children exposed to harmful labour, physical and psychological and sexual abuse*; PA2 *children separated from their families or without sufficient family support* and PA10 *a society for the rights of the child*. These programmes involve 9 projects with 8 different partners. In Pakistan there are no projects in PA7 as children's participation is treated as a cross-cutting concern.

2.2 Scope of southern African case study

The scope of the southern African case study includes the seven countries where SCS operates in the region (Mozambique, Angola, South Africa, Zambia, Botswana, Swaziland, and Lesotho).

However, because the greatest number of projects and partners are in South Africa and since the team only visited South Africa, the study focuses on the latter. Like in Pakistan, the southern African study focuses on PA1, PA2 and PA10. It also looks at projects within PA7 (*The right to be heard and participate in the family, school, society and the media*). Furthermore, since PA9 constitutes the largest programme area (*Good governance in the best interest of the child*), the team also included projects within this programme area in the scope. Thus, focus was given to projects belonging to 11 different partners within the four programme areas.

3 Assessment Approach

The evaluation has been carried out in adherence to Sida's Evaluation Manual 2nd revised edition 2007 and to DAC's Evaluation Quality Standards. In line with the terms of reference, the team has applied all five of DAC's assessment criteria, with particular emphasis on *effectiveness, relevance and sustainability*. Furthermore, the team has also assessed the degree to which SCS *adds value* to the development co-operation process.

In the inception phase, the evaluation team raised the issue that SCS's right based approach implies that the evaluation should not only assess effectiveness in terms of results achieved, but should also assess the *means* of realising rights as objectives in themselves. The assessment framework that was established to guide the evaluation took this perspective into account. The framework (see table below) includes questions that relate the evaluation criteria, evaluation focus and aspects of SCS's rights based approach such as:

- The level of participation of children and accountability to children
- How the rights of the most vulnerable children have been addressed
- The way non-discrimination has been promoted
- The level of community involvement
- The extent to which a rights climate has been created through redressing power relations in favour of children and their rights
- The extent to which SCS has worked with enabling the state as a duty-bearer

The framework was purposefully devised to be more ambitious in its range of questions than the team deemed was possible to answer given the limited resources for the evaluation.

Table 1: Assessment Framework

Conceptual Framework	Evaluation Questions	Information source
Relevance of SCS development co-operation:		
The extent to which SCS's programmes and strategies reflect stakeholder priorities and EO's policy objective		
Are the efforts of SCS and its partners consistent with the goal of developing a vibrant democratic civil society and enabling poor people to improve their living conditions?	Do the objectives of SCS address the needs and priorities of local civil society?	Desk review of SCS's strategies, CRSA, programme documents, reports and evaluations
	Do the objectives of SCS address the needs and priorities of the primary stakeholders/target groups?	Review of SCS studies, advocacy packages, training packages, etc.
	Are the sectors chosen relevant to the problem, needs and priorities identified?	Review of reports to the Committee on the rights of the child, State of the World Children Reports, State of Pakistan's Children Report.
	Are the areas of work defined relevant to the problem, needs and priorities identified?	Pakistan PRSP
	Are the stakeholders involved the problem, needs and priorities identified?	Interviews with SCS HO, RO, CO, & partner organisations at country level
	Are the approaches used relevant to the problem, needs and priorities identified?	Meetings with primary stakeholders at country level where possible
	Are there target groups and approaches that ought to be getting greater attention, given the problems identified and priorities set?	Interviews with country-level resource persons -child rights organisations, Swedish embassy, other alliance members
	What roles do SCS's partners play in local civil society and how do they interact with other levels and dimensions in society?	

Conceptual Framework	Evaluation Questions	Information source
Gender equality relevance of SS's and its partners' programme and approach:		
The extent to which SCS and its partners promote equality between men, women, girls and boys		
Are the efforts of SCS and its partners consistent with the goal of achieving equality between men, women, boys and girls?	Do SCS guidelines and planning tools take gender equality explicitly into consideration? Do the design of programmes take into consideration the prevailing gender equality issues and the different roles, needs, desires and opportunities of girls, boys, men and women? Are the programmes implemented with an understanding of gender relevant issues; Is equality between boys and girls, men and women actively promoted within the programme activities? Do SCS and its partners disaggregate children into girls and boys in its reports?	Desk review of SCS's strategies, guidelines, CRSA, programme documents, reports and evaluations Review of SCS studies, advocacy packages, training packages, etc. Interviews with SCS HO, RO, CO, & partner organisations at country level Meetings with primary stakeholders at country level where possible Interviews with country-level resource persons -child rights organisations, Swedish embassy, other alliance members
Effectiveness/efficiency of SCS's programmes & approach:		
The extent to which SCS and its partners have achieved their immediate results		
To what extent are SCS's and their partners' efforts contributing to the process, output and outcome goals they have set?	What outputs & outcomes have been achieved? Could these outputs & outcomes have been achieved better, more cheaply and more quickly? Have the efforts, been managed with reasonable regard for efficiency? To what extent have children participated in the stages of the programme cycle – from analysis to evaluation? To what extent does non-discrimination addressed in the work of SCS and its partner organisations? To what extent are the efforts involving communities? To what extent are the efforts addressing gender equality? To what extent are the efforts working to enable states? Have negative/positive unintended effects been achieved? What can be done to make the efforts more effective? Can the outputs be achieved through alternative means/partners?	Desk review of SCS's programme reports and evaluations Review of SCS/partner studies, advocacy packages, training packages, etc. SWOT workshop <i>Case study countries (South Africa, Pakistan):</i> Interviews/workshops with SCS CO, partners and primary stakeholders (if possible), Country-level resource persons <i>SAF regional programme:</i> Interviews/workshops with SCS RO, partners and primary stakeholders (if possible), Regional-level resource persons <i>Global programmes:</i> Interviews with SCS HO, partner organisations at international level

Conceptual Framework	Evaluation Questions	Information source
Effectiveness/impact/sustainability of SCS's programmes & approach: The extent to which SCS's (and its partner's) strategies, methods and goals contribute to the development of a dynamic democratic civil society		
Has SCS strengthened partner organisations to contribute to a global movement for the rights of the child?	How have partnerships come about (criteria for selection) and how have they been developed and managed?	SWOT workshop Partner survey
	Has the partnership been managed with reasonable regard for efficiency?	<i>For Pakistan and South Africa:</i> Desk review of SCS's programme reports and evaluations
	What are the organisation-related results of the co-operation between SCS and its partners?	Review of partnership agreements, training reports, minutes
	Have partner organisations been supported to undertake CRP as a result of the partners? Are partners:	Review of partner's organisational and programmatic tools and guidelines
	Involving children at every stage of the programme cycle	<i>For LAM and SEAP:</i> Sampled desk review of SCS's programme reports and evaluations
	Working with the most vulnerable children and countering discrimination	Sampled review of partnership agreements, training reports, minutes
	Involving communities	Interviews with SEAP RO
	Addressing gender equality	
	Creating a rights climate through redressing power relations in favour of children and their rights	
	Working in partnership	
	Working with and enabling the state	
	Empowering civil society and encouraging community involvement?	
	Have SCS's partners developed their self-reliance as child advocates? What efforts have been made to ensure institutional, technical and management/organisational sustainability of the different projects/programmes?	
	How efficient is the present model of partnership between SCS and its partners and what is its value-added?	
	How do SCS partners co-ordinate its work with actors at different levels in society?	
	Have SCS's partners been able to play a more active role locally, national and internationally vis a vis the rights of the child as a result of the partnership co-operation?	
	To what degree has local ownership been satisfied?	
	To what degree can the changes in the partner organisations be sustained over time?	

Conceptual Framework	Evaluation Questions	Information source
Effectiveness/Impact of SCS's Development Co-operation The extent to which SCS's (and its partner's) strategies, methods and goals contribute to and enabling poor people to improve their living conditions?		
Have SCS contributed to children:	What evidence is there that children are being protected from discrimination, exploitation, violence and other abuse as a result of SCS's and its partners' efforts?	SWOT workshop Partner survey
Being protected from discrimination, exploitation, violence and other forms of abuse?	What evidence is there that children are having their voices heard locally, nationally and internationally as a result of SCS's and its partners' efforts?	Desk review of SCS's programme reports and evaluations Interviews with SCS HO, RO, CO, & partner organisations
Having their voice heard and exercising influence over their situation?	What evidence is there that children are being assured a safe and healthy upbringing and learning that provides self-esteem and relevant knowledge?	Interviews with resource persons
Being assured a safe and healthy upbringing and learning that provides self-esteem and relevant knowledge?		

Evaluation questions for case studies

Relevance:

Are SCS's/partners' efforts against abuse and exploitation against children consistent with poor children's needs & priorities in relation to improving their living conditions?	Do SCS's/partners' objectives to stop abuse against children and exploitation address the needs and priorities of poor children? Have stakeholders been involved in identifying the problems, needs and priorities? Are the approaches used (and the mix of SCS's 4 methods applied) relevant to the problems, needs and priorities identified? Are there target groups and approaches that ought to be getting greater attention, given the problems identified and priorities set?
Are SCS's/partners' efforts to promote children's right to be heard and participate consistent with poor children's needs and priorities in relation to improving their living conditions?	Do SCS's/partners' objectives to promote children's right to be heard and participate address the needs and priorities of poor children? Have stakeholders been involved in identifying the problems, needs and priorities? Are the approaches used (and the mix of SCS's 4 methods applied) relevant to the problems, needs and priorities identified? Are there target groups and approaches that ought to be getting greater attention, given the problems identified and priorities set?
Are the efforts of SCS and its partners consistent with the goal of contributing to the development of a vibrant democratic civil society for the rights of the child?	Do the objectives of SCS address the needs and priorities of civil society? Are SCS's civil society partners involved in identifying the problem, needs and priorities in relation to building its capacity? Are the approaches used (and the mix of SCS's 4 methods applied) relevant to the problems, needs and priorities identified? Are there target groups and approaches that ought to be getting greater attention, given the problems identified and priorities set? What roles do SCS's partners play in local civil society and how do they interact with other levels and dimensions in society?
Are the efforts of SCS and its partners consistent with the goal of achieving equality between men, women, boys and girls?	Do SCS guidelines and planning tools take gender equality explicitly into consideration? Do the design of programmes take into consideration the prevailing gender equality issues and the different roles, needs, desires and opportunities of girls, boys, men and women? Are the programmes implemented with an understanding of gender relevant issues? Is equality between boys and girls, men and women actively promoted within the programme activities? Do SCS and its partners disaggregate children into girls and boys in its reports?

Evaluation questions for case studies

Effectiveness, efficiency, sustainability, impact

To what extent are SCS's and their partners' efforts contributing to the process, output & outcome goals they have set in relation to stopping abuse and exploitation of children?	What outputs & outcomes have been achieved in relation to stopping abuse and exploitation of children? Are there any indications of impact?
	How has (combination of) methods used (research & analysis; knowledge & capacity building; direct support; advocacy & awareness-raising) contributed to results achieved? Have certain methods been more effective than others?
	Have the efforts been managed with reasonable regard for efficiency? Could these results have been achieved better, more cheaply and more quickly?
	To what extent have children participated in the stages of the programme cycle – from analysis to evaluation?
	To what extent is non-discrimination addressed in the efforts to stop abuse and exploitation of children?
	To what extent are the efforts involving communities?
	To what extent are the efforts addressing gender equality?
	To what extent are the efforts working to enable states?
	Is there evidence of negative/unintended effects?
	What is the likelihood that the effects achieved will be sustained? Are the efforts supported by local institutions and well integrated with local social and cultural conditions?
	What lessons can be learnt to enhance the effectiveness of SCS's efforts to stop abuse and exploitation of children?
To what extent is SCS's/ partners' fulfilling its goal to promote children's right to be heard and participate?	What outputs & outcomes have been achieved in relation to promoting children's right to be heard and participate?
	How has (combination of) methods used (research & analysis; knowledge & capacity building; direct support; advocacy & awareness-raising) contributed to results achieved? Have certain methods been more effective than others?
	Have the efforts been managed with reasonable regard for efficiency? Could these results have been achieved better, more cheaply and more quickly?
	To what extent is non-discrimination addressed in the efforts to promote children's right to be heard and participate?
	Is there evidence of negative/unintended effects?
	What is the likelihood that the effects achieved will be sustained? Are the efforts supported by local institutions and well integrated with local social and cultural conditions?
	What lessons can be learnt to enhance the effectiveness of SCS's efforts to promote children's right to be heard and participate?

Evaluation questions for case studies

To what extent is SCS's/partners' fulfilling its goal of contributing to the development of a vibrant democratic civil society for the rights of the child?	How have partnerships come about (criteria for selection) and how have they been developed and managed? How efficient is the present model of partnership between SCS and its partners and what is its value-added? What are the organisation-related results of the co-operation between SCS and its partners? Have partner organisations been supported to undertake CRP as a result of the partners? Are partners: - Involving children at every stage of the programme cycle - Working with the most vulnerable children and countering discrimination - Involving communities - Addressing gender equality - Creating a rights climate through redressing power relations in favour of children and their rights - Working in partnership - Working with and enabling the state - Empowering civil society and encouraging community involvement? Have SCS's partners developed their self-reliance as child advocates? What efforts have been made to ensure institutional, technical and management/organisational sustainability of the different projects/programmes? To what degree can the changes in the partner organisations be sustained over time? To what degree has local ownership been satisfied? How do SCS partners co-ordinate their work with actors at different levels in society? What roles do SCS's partners play in local civil society and how do they interact with other levels and dimensions in society? Have SCS's partners been able to play a more active role locally and nationally vis a vis the rights of the child as a result of the partnership co-operation? For instance, have they been involved in the alternative reporting to the CRC committee? What lessons can be learnt to enhance the effectiveness of SCS's efforts to contribute to the development of a dynamic democratic civil society for the rights of the child?
---	--

4 Data Gathering Techniques

The team used five main techniques for gathering data. These are document review and analysis; interviews; workshops; site visits; and a partner survey. These are discussed in the sections that follow. The data that has been used in the assessment has been systematically triangulated to verify its validity and credibility. Data that could not be sufficiently verified has been mentioned in the report as a statement or position of a particular stakeholder.

Desk Study

Documentation review and analysis has constituted a key form of gathering data. The types of documents the team has analysed include the following:

1. Sida's assessment memos and policies
2. Sida's partner database
3. SCS's applications to Sida
4. SCS's policy documents

5. Partner project documents, reports and contracts
6. Workshop reports
7. Research studies
8. Guidelines, tools and training materials
9. Evaluations
10. SCS reporting to Sida
11. SCS's intranet and partners' websites
12. UN website on Violence against children
13. UNVAC study and supporting studies and documents
14. Documents relating to the contexts in Pakistan and South Africa
15. Background documents related to rights based approaches
16. Documents on evaluation assessment methodologies

A full list of documents reviewed is available in Annex 4. The team has reviewed a significant amount of documents – far more than there was time allocated for. However, there remains a vast amount of documents that the team has not reviewed – particularly in relation to SCS's work in the other six regions.

Interviews

Interviews were undertaken with Sida; SCS in Stockholm; SCS in Pretoria; SCS in Islamabad; and altogether 8+ partners in South Africa and Pakistan; 10+ external stakeholders/resource persons. The team also interviewed resource persons with less at stake to obtain external perspectives on SCS's and its partners' work. Some of the informants were identified in consultation with SCS. Others were identified by the team or by other interviewees. In total, 72 persons were consulted. For each interview, how the informant's position and potential stake were considered in relation to the degree of impartiality of the data provided.

Site visits

In Pakistan and South Africa the team undertook a few site visits. In Pakistan this included a visit to Haripur Jail, where the evaluation team member met with jail staff and juvenile inmates. Also, visits were made to the Lahore's Children's Hospital and the Ganga Ram Hospital in Lahore to meet with key stakeholders of the Pakistani Paediatrics Association and the NGO Protection and Help of Children Against Abuse and Neglect – (PAHCHAAN). In South Africa the team undertook site visits to both Cape Town and Kwa Zulu Natal. In Kwa Zulu Natal the team met with key stakeholders of the Child Rights Centre, an organisation that aims to protect and advance children's rights at the community level; and members of Keep the Dream, a rural NGO that works at community level to address violence against children. In Cape Town the team visited the Alliance for Children's Entitlement to Social Security (ACCESS); a national alliance of children's sector organisations that work towards the realisation of children's socio-economic rights; and, Resources Aimed at the Prevention of Child Abuse and Neglect (RAPCAN); which is a resource centre oriented towards training and advocacy on physical, emotional and sexual abuse of children in South Africa.

SWOT Workshops

The team conducted participatory SWOT workshops with SCS's international department immediately after the inception phase to establish SCS's perspective in terms of its strengths, weaknesses,

opportunities and threats in contributing to *the development of a vibrant and democratic civil society and enabling poor people to improve their living conditions*. By allowing SCS to articulate and present its ideas, concerns, insights and aspirations, the team acquired an important overview. SWOT workshops with partner organisations were undertaken in Pretoria (nine civil society partners attended) and Islamabad (seven civil society partners attended). Both events provided important insights, perspectives and concerns.

Strengths are those aspects internal to SCS/partners that enable it to contribute to a civil society for the rights of children and the improved conditions for children.

Weaknesses are those aspects internal to SCS/partners which make SCS/partners less effective and constrain the achievements of results, the opposite of strengths.

Opportunities are factors in the external environment of SCS/partners (outside SCS's direct control), that support SCS in contributing to a civil society for the rights of children and the improved conditions for children in – factors which could contribute to further improve the results of SCS.

Threats are factors in the external environment of SCS/partners (outside SCS's direct control) that constrain SCS's efforts – factors which thus affect the achievement of results negatively; the opposite of opportunities.

Survey

With the assistance of SCS's regional offices, the evaluation team sent out four questions to roughly 125 civil society partner organisations that have worked at least 2 years with SCS during the period 2005–2008. The questions, which formulated in consultation with SCS, focus on the strengths and future opportunities well as the organisations' own strengths and possibilities for improvements. By including only 4 questions which all have positive angle and allowing for anonymous answers, the team hoped to get a high response rate. Ultimately, as many as 85 civil society partners from around the world provided answers. The questions were:

1. What do you consider to be the *3 greatest strengths* of SCS as a partner?
2. What are 3 ways in which your *partnership with SCS could be enhanced* to further improve conditions for children in the future?
3. What do you regard as *your organisation's 3 major strengths* in improving conditions for children?
4. What are 3 ways in which *your organisation could improve* its work?

While the response were qualitative, the team also quantified the responses by categorising the types of data provided by the partners, counted the categories and calculated percentages in relation to total responses. The team deems that the data in the responses is representative and reliable as a result of the high response rate and the relatively high level of similarity among the responses.

CAST

In the inception phase the team considered using the Change Assessment Scoring Tool, or CAST, to provide a quick overview of perceived changes by specific groups affected by the intervention in the case study countries. This consideration was based on the notion that SCS had not reported sufficiently on the output and outcomes of its work requiring the team to find a means to gather data to assist in assessing effectiveness and impact. However, after the inception report was prepared, SCS completed its reporting on its work from 2005 to 2007 which the team could use as a point of departure.

5. Limitations

There are several limitations to this study. First, the size of the evaluation (two small country case studies focusing mainly on 18 projects) is arguably not proportionate to SCS international programme (8 regional offices, 19 country offices and operations and 230 projects in several dozen countries).

Second, the amount of hours made available for the evaluation was not sufficient to undertake the evaluation, even after substantially limiting the scope. In particular, the desk study and interviews were time-consuming. For instance, the Pakistani case study alone involved reviewing around 100 documents. SCS's documents that are relevant to children's participation number over a hundred and could not all be reviewed. Likewise, not all documents that relate to SCS's effort in relation to the UNVAC study – particularly at the regional and country level – have been reviewed. Most work at country and regional level beyond Pakistan and southern Africa has not been reviewed.

Third, as was also raised by the systems-based audit, SCS has often formulated goals that are imprecise, too broad or immeasurable. Furthermore, SCS has failed to report on outcomes. This is partly because SCS has only recently had a planning, monitoring and evaluation guideline to support its project management effort. As a result, the assessment of relevance, effectiveness and indications of impact has been highly challenging for the team.

Fourth, security concerns after the bombing of the Danish embassy in Islamabad that occurred days before the Pakistani mission was to take place, prohibited the team leader from travelling to Islamabad. The case study was undertaken with one consultant in Pakistan and the team leader in Sweden who was in frequent contact through telephone, conference calls and email.

Fifth, team were not able to physically observe child participation in SCS's work. Arrangement for such was not possible within the timeframe of the evaluation.

6. Lessons Learnt

1. The submission of an inception report within 10 days, as stipulated by the terms of reference, was not possible as the team did not have access to the materials and interviews needed to make the inception report a useful tool in the evaluation process. The inception phase for these types of evaluations usually needs to be longer than 10 days.
2. While the team spoke with SCS on the phone and exchanged emails with SCS during the inception phase, it did not visit SCS, undertake the SWOT workshop or have access to SCS's huge quantity of documents until after the inception report was completed. This meant that the team had to back-track in the development of the evaluation approach. In particular, the focus of the evaluation had to be adjusted and changed.
3. Holding SWOT analysis workshops at both HQ and country level proved an effective way to gather data. This served as useful starting points for the team that helped sharpen evaluation questions later in the process. In Pakistan, SCS and its partners seemed to appreciate the exercise which raised issues that contributed to their ongoing dialogue.
4. Ensuring – in line with Sida's Evaluation Manual – that the evaluation develop a methodology that takes into account gender equality issues is important in the effort to promote gender equality in all aspects of Sida's work.

Annex 3: List of Informants

SCS Stockholm

Gunnar Löffberg, Acting Secretary General
Svante Sandberg, international programme director
Eva Molt, director for management and operational support section
Henrik Häggström, director knowledge management and development section
Anna Lindenfors, director international advocacy and coordination section
Lisa Tullgren, desk officer South and Central Asia
Ing-Britt Östlund, desk officer Southern Africa
Anne Hall, desk officer Emergency Stand-by Team
Eva Geidenmark, senior advisor knowledge management and development section
Michael Ekström, senior advisor knowledge management and development section
Monica Lindvall, Senior Advisor, Non-discrimination and Children's Participation

Key Stakeholders in Pakistan

Sabir Farhat-Head of PRWSO
Dr. Tufail PPA head Peshawar
Dr. Naeem Zafar PPA Lahore & CEO of Protection and Help of Children Against Abuse and Neglect (PAHCHAAN).
Co-ordinator at PAHCHAAN
Psychologist at PAHCHAAN
Social Worker at PAHCHAAN
Nurse at Ganga Ram Hospital
Doctor at Lahore's Children's Hospital
Mr. Wadood, Head of Seher Quetta
Shah Zaman Afridi, Director Ministry of Law, Justice and Human Rights
Rahat Ali, Coordinator, Juvenile Justice Programme
Psychologist at Haripur Jail
Two police officials at Haripur Jail
Juvenile inmates
Amir Sohal Sahara
Fawad Usman Sudhar
Raja Abbas ANCE
Mehmood Asghar, Country Director, SCS Pakistan
Ghulam Qadri, Programme Manager, SCS Pakistan
Shereen Niaz, Training, SCS Pakistan
Ambreen Mirza, Advocacy and communications, SCS Pakistan
Jawad, Child Protection, SCS Pakistan
Deba, Education, SCS Pakistan
Nadia, Emergencies, SCS Pakistan

Key Stakeholders in South Africa

Patricia Martin, Director, Alliance for Children's Entitlement to Social Security (ACCESS)
Sharon September, Programme Director, Alliance for Children's Entitlement to Social Security (ACCESS)
Ronaldah Ngidi, Programme Officer, Centre for Child Law (CCL)
Ann Skelton, Programme Director, CCL
Joan van Niekerk, National Director, CHILDLINE
Shirley Pendlebury, Director, Children's Institute (CI)
Cati Vawda, Director, Children's Rights Centre
Sam Nqco, Thulani Buthelezi, Volunteer Youth Counsellor, God's Group
Mario Claassen, Media & Advocacy Programme Officer, Institute for Democracy in South Africa (IDASA)
Jacob van Garderen, Migrations Programme Officer, Lawyers for Human Rights (LHR)
George Kalu, Education & Training Programme Officer, Media Monitoring Project (MMP)
Cheryl Frank, Executive director, Resources Aimed at the Prevention of Child Abuse and Neglect (RAPCAN)
Louise Batty, Programme Coordinator, Reach for the Dream
Judith Cohen, Programme Officer Migrations, South African Human Rights Commission
Sithembele Nyambali, Director, Umtata Child Abuse Resource Centre (UCARC)
Eva Clarhall, Regional Representative, SCS Southern African Region
Ulrika Sonesson, Regional Advisor, Southern African Region
Velephi Riba, Regional Programme Officer – Child Protection and HIV and AIDS, Southern African Region
Francina Mhundwa, Regional Programme Officer: Children Budgets, Southern African Region
Ntuthu Mkubukeli, Financial Administrator, Southern African Region
Heather van Niekerk, Financial Director, Southern African Region
Prometheus Mabuza, Programme Officer: Legal Resources, Southern African Region
Tapiwa Gomo, Programme Officer: Communications, Southern African Region

External Stakeholders

Sergio Pinheiro, United Nations Independent Expert, UN Study on Violence Against Children
Lena Karlsson, UNICEF Innocenti Centre in Florence
David Skinner, Director, International Save the Children Alliance
Aina Bergström, Special Advisor, International Policy and Advocacy, Save the Children Norway
Roberta Cecchetti, Save the Children Switzerland, formerly hired by SC Alliance in New York
Daniel Seymour, Head of Human Rights and Gender Unit, UNICEF
Ms. Madeline Wright, Save UK, Country Director, Pakistan
Mr. Michael McGrath, Save US, Country Director, Pakistan
Khuzama Rizwan Program Coordinator, Rozan, Pakistan
Mannan Rana, Project Officer – Child Protection and Empowerment of Adolescents, UNICEF
Lisa Laumann, Associate Vice President, Child Protection, Save the Children USA
Julia Zingu, Country Director, Save the Children UK, South Africa
Dag Sundelin, Counsellor, Swedish Embassy in Pretoria
Nomvuyo Mbiko, Programme Coordinator, Khanya Development Foundation, South Africa

Annex 4: Bibliography

- 1 Ackermann, Lisanne, et al. *Understanding and Evaluating Children's Participation. A Review of Contemporary Literature*. Plan UK/Plan International October b2003.
- 2 Asghar Syed Mehmood, Sabir Farhat and Shereen Niaz. *Camel Jockey's of Rahimyar Khan. Findings of a Participatory Research on the Life and Situation of Child Camel Jockeys*. Pakistani Rural Workers Social Welfare Organisation and SCS, 2005.
- 3 Association of Network for Community Empowerment (ANCE) "Education and Technical Training Centres for Working Children, Project Report 2005–2007", 2008.
- 4 Association of Network for Community Empowerment. "Activities and Budget for 2006"
- 5 Association of Network for Community Empowerment. "Education and Technical Training Centres for Working Children, Project Report 2007", 2008.
- 6 Bennett, Tony, Cristina A. Rodriguez Acosta, Lina Lenefors, Mohamed Salih and Arne Svensson. "Systems-based Audit of SCS"– Draft report, February 15, 2008.
- 7 Betrayal of Trust – An overview of Save the children's Findings on children's experience of physical and humiliating punishment, child sexual abuse and violence when in conflict with the law. Save the Children 2006.
- 8 Bhandari, Neha with Fahmida Jabeen and Manoj Karki. *Voices of Girls and Boys to end Violence against Children in South and Central Asia*. SCS 2005.
- 9 Carl Bro. "SCS Vietnam Country Programme Final Evaluation Report" 2006.
- 10 Centre for Child Law, "Child Law Matters, Annual report 2007"
- 11 Child Network, "Supplementary CRC report, Angola", February 2004
- 12 Child Network, "Supplementary CRC report, South Africa", 2000
- 13 Child Rights Clubs Zambia – Project Evaluation Report. SCS 2005.
- 14 Children's Institute, "Antiretroviral Roll-Out in South Africa: What about the Children", 2004
- 15 Clacherty, Glynis et al., "Children's Experience of Punishment, A south African qualitative Survey", 2004
- 16 Clare Feinstein and Claire O'Kane. *Lessons Learnt from the Spider Tool. TOOL, A self assessment and planning tool for child led initiatives and organisations*, SCS 2005.
- 17 Clare Feinstein and Claire O'Kane. *Participation is a Virtue that Must be Cultivated*. Save the Children, Stockholm: 2008.
- 18 Clare Feinstein and Claire O'Kane. *Participation is a Virtue that Must be Cultivated*. Save the Children, Stockholm: 2008'
- 19 Coleridge, Angela and Ghulam Qadri. *Towards Juvenile Justice. Learning from Pakistan*. SCS 2005.
- 20 Community Agency for Social Enquiry. *Evaluation of the Umtata Child Abuse Resource Centre*. March 2006.
- 21 Cussiáovich, A and Marquez, A.M., *Towards a Protagonist Participation of Boys, Girls, and Teenagers*. SCS, 2006
- 22 Dali, Helena. Mid-term Evaluation of Save the Children's Project "Mwana-Protection and Rehabilitation of Abused Children in Mozambique". June 2007.
- 23 Dawes, Andrew et. al, "Monitoring Child Well-being: A South African Rights-Based Approach", 2007

- 24 Dempster, C. (2002, April 9). *Silent war on South African women*. BBC News. Retrieved from www.news.bbc.co.uk/hi/english/world/africa/newsid_1909000/1909220.stm
- 25 du Venage, G. (2002, February 12). Rape of children surges in South Africa: Minors account for about 40% of attack victims. San Francisco Chronicle. Retrieved from www.aegis.com/news/sc/2002/SC020203.html
- 26 Durrant, Joan E. *Positive Discipline – What it is and How to Do it*. SCS and Global Initiative to End all Corporal Punishment of Children, 2007.
- 27 Earl Sarah, Fred Carden, and Terry Smutylo *Outcome Mapping: Building Learning and Reflection into Development Programs*. IDRC: 2001. or http://www.idrc.ca/en/ev-9330-201-1-DO_TOPIC.html
- 28 Essential Learning Points. Listen and Speak Out Against Sexual Abuse of Girls and Boys
- 29 Feinstein, Clare, Ravi Karkara, Sophie Laws. *A Workshop Report on Child Participation in the UN Study on Violence Against Children*. International Save the Children Alliance, 2004.
- 30 *Global workshop on How to Implement a Rights-based Perspective in the 2009–2012 Plan Rio de Janeiro, Brazil 15–19 April, 2008* Save the Children Sweden
- 31 Göran Eklöf, Agneta Gunnarson, Holger Nilén. *Influencing the United Nations on Violence against Children*. SCS 2006.
- 32 Government of Pakistan. *Third and Fourth Periodic Report on the Convention on the Rights of Child*. Final Draft, 2007.
- 33 IDASA, “Children participating in Governance: Budget monitoring from a rights-based Perspective”, training manual 2007
- 34 Influencing the United Nations on Violence against Children (2006)
- 35 International Save the Children Alliance. *Child Rights Programming. How to Apply Rights-Based Approaches to Programming*. Second Edition. Save the Children Sweden, 2005.
- 36 International Save the Children Alliance. *Gender Equity Policy*.
- 37 International Save the Children Alliance. *Getting it Right for Children – A Practitioners’ Guide to Child Rights Programming*. Save the Children UK 2007.
- 38 Kabeer, N. “Reflections on the Measurement of Women’s Empowerment” in *Discussing Women’s Empowerment – Theory and Practice*. Sida: 2001.
- 39 Karlstedt, Cecilia. *Assessment of Save the Children Sweden’s Support to Organisational Capacity Development of Partner Organisations*. Save the Children Sweden: April 2007.
- 40 Khpal Kor “Annual Progress Report of Protection of Children from Physical and Psychological Punishment” April December 2006..
- 41 Ljungman, Cecilia. “A Rights-based approach to Development”, in *Methods for Development Work and Research. A New Guide for Practitioners*. Second Edition by Britha Mikkelsen. Sage Publications, New Delhi: 2005.
- 42 Luttrell, Cecilia et al. *Operationalising Norwegian People’s Aid’s Rights-based Approach – A Review of Lessons from International NGOs of Relevance to NPA’s Adoption of a Rights-based Approach*. Overseas Development Institute, March 2005.
- 43 Management Systems and Training programmes, “Positive Discipline at your School”, not dated
- 44 Media Monitoring Project, “Through Children’s Eyes”, not dated
- 45 Mikkelsen, Britha. *Methods for Development Work and Research. A New Guide for Practitioners*. Second Edition. Chapter 7. Sage, New Delhi: 2005.
- 46 Nilsson, Annika. *To what extent is Save the Children Sweden a Child Rights based Organisation? Benchmarking*. Nov 2005.

- 47 Paediatric Association Child Rights and Abuse Committee “Hospital Child Protection committees Report 2005–2007”. 2008.
- 48 Paediatric Association Child Rights and Abuse Committee “Working Group on Child Sexual Abuse and Exploitation Report 2006–2007”. 2008
- 49 Pakistan Paediatric Association Child Rights and Abuse Committee and SCS. *Exposure of Children to Pornography – A Situation Analysis in Lahore*. 2007
- 50 Pakistan Paediatric Association Child Rights and Abuse Committee and SCS. *Managing Abused Children in Healthcare Settings. The Paediatricians’ Initiative in Pakistan*. January 2007.
- 51 Pakistan Paediatric Association Child Rights and Abuse Committee and SCS. *Commercial sexual exploitation of Children. A Situation analysis of Pakistan*. 2005.
- 52 Pakistan Paediatric Association Child Rights and Abuse Committee. “Working Group on Child Sexual Abuse and Exploitation Report 2005–2007”. 2008.
- 53 Pakistan Rural Workers Social welfare Organisation “Annual Progress Reports” for 2005, 2006 and 2007.
- 54 Pakistan Rural Workers Social Welfare Organisation. “Report 2005–2007”. 2008.
- 55 Plan, Save the Children and UNICEF. No More Tears – Short Stories on Violence Against Children (year ?)
- 56 Protection and Help of Children Against Abuse and Neglect – PAHCHAAN
- 57 Protection and Help of Children Against Abuse and Neglect – PAHCHAAN “Reintegration Project for Runaway Children of Punjab – Annual Report” No Date.
- 58 Protection and Help of Children Against Abuse and Neglect – PAHCHAAN “Report for 2005–2007”. 2008
- 59 Protection and Help of Children Against Abuse and Neglect – PAHCHAAN “Monitoring and Evaluation Plan”, 2008.
- 60 Protection and Help of Children Against Abuse and Neglect – PAHCHAAN ”Quarterly Progress Report Jan–Mar 2007”.
- 61 Qadri, Ghulam. Rising from the Rubble. Communities Lead the Earthquake Response. SCS, 2006.
- 62 Regional Consultations in Violence Against Children in South Asia (2005)
- 63 Regional Consultations on Violence Against Children in South Asia, Islamabad, May 2005.
- 64 Regional Directorate, Ministry of Law, Justice and Human Rights “Activities and Budget” for 2005 and 2006.
- 65 Regional Directorate, Ministry of Law, Justice and Human Rights, “Narrative Activity Report”, 2005.
- 66 Regional Directorate, Ministry of Law, Justice and Human Rights. “Report for 2005–2007”. 2008.
- 67 RFSU, “Tell me More: Children’s Rights and Sexuality in the Context of HIV/AIDS in South Africa”, 2007
- 68 SACH – Struggle for Change “annual Report 2005”.
- 69 Save the Children Norway, Denmark and Sweden. A common Understanding on Relations to Civil Society and the State. May 2007
- 70 Save the Children Sweden, “Report to Sida 2005–2007”. April 2008.
- 71 Save the Children Sweden, Thematic Strategic framework 2009–2012 *A Civil Society for the Rights of the Child and Human Rights*, PM Eva Geidemark, Feb 2008.

- 72 Save the Children Sweden. "Save the Children Sweden's Application to Sida 2008". October 2007.
- 73 Save the Children Sweden. Compass.
- 74 Save the Children Sweden. *External Evaluation of SCS Operation in Southeast Asia and the Pacific*, Singh, Neelan draft report, 2007.
- 75 Save the Children Sweden. *Final Evaluation of Vietnam Country Programme*. Carl Bro. 2007.
- 76 Save the Children Sweden. *International Programme Plan of Operations 2005–2007*.
- 77 Save the Children Sweden. Planning, Monitoring and Evaluation System in Overseas Regions, User Guidelines. Draft, Feb 25, 2008.
- 78 Save the Children Sweden. *Translating the Right to Non-Discrimination into Reality: A Mapping of Save the Children Sweden's work on the Right to Non-Discrimination*. 2008.
- 79 Save the Children Sweden. *You Safe Me Safe*. SCS 2006.
- 80 Save the Children, "The Situation of Children in South Africa", 2003
- 81 Save the Children. *A Girl's Right to Development, Equality and Peace*. SCS 2000.
- 82 Save the Children. *Act Now! Some Highlights from Children's Participation in the Regional Consultations for the United Nations Secretary-General's study on Violence Against Children*. International Save the Children Alliance 2005.
- 83 Save the Children. Boys for Change – Moving Towards Gender Equality. SCS 2007.
- 84 Save the Children. *Opening up Minds, Opening Up Opportunities Children's Participation in Action for Working Children*. International Save the Children Alliance. 2004.
- 85 Save the Children. *Safe You Safe Me*. Save the Children Sweden, 2006.
- 86 Save the Children. *Voices Against Violence*. SCS 2006.
- 87 Save-UK, "Legal and Policy Frameworks to Protect the Rights of Vulnerable Children in SA", 2006
- 88 Schools & Literacy Department, Govt. of NWFP, SCS and UNICEF. *Disciplining the Child. Practices and Impact*. SCS 2005.
- 89 SCS et al., "The South African Index of Multiple Deprivation for Children, Census 2001
- 90 SCS, "A South Africa Facilitators Guide to CRP training", 2008
- 91 SCS, "Agreement of co-operation between SCS and Association of Network for Community Empowerment 2007".
- 92 SCS, "Agreement of co-operation between SCS and Centre for Child Law 2007"
- 93 SCS, "Agreement of co-operation between SCS and Childline South Africa 2007"
- 94 SCS, "Agreement of co-operation between SCS and Children Resource Centre 2007"
- 95 SCS, "Agreement of co-operation between SCS and IDASA 2007"
- 96 SCS, "Agreement of co-operation between SCS and Khpal Kor" 2006.
- 97 SCS, "Agreement of co-operation between SCS and Lawyers for Human Rights 2007"
- 98 SCS, "Agreement of co-operation between SCS and Media Monitoring Project 2007"
- 99 SCS, "Agreement of co-operation between SCS and Pakistan Paediatric Association Child Rights and Abuse Committee" for 2006 and 2008.
- 100 SCS, "Agreement of co-operation between SCS and Pakistan Rural Workers Social Welfare Organisation" for 2006, 2007 and 2008.

- 101 SCS, “Agreement of co-operation between SCS and Protection and Help of Children Against Abuse and Neglect – PAHCHAAN”, 2005, 2007 and 2008.
- 102 SCS, “Agreement of co-operation between SCS and RAPCAN 2007”
- 103 SCS, “Agreement of co-operation between SCS and Regional Directorate, Ministry of Law, Justice and Human Rights” for 2005, 2006, 2007 and 2008.
- 104 SCS, “Agreement of co-operation between SCS and SACH – Struggle for Change” 2005.
- 105 SCS, “Agreement of co-operation between SCS and Society for Empowering Human Resources – SEHER” for 2005, and 2007.
- 106 SCS, “Agreement of co-operation between SCS and South African Council of Churches 2007”
- 107 SCS, “Agreement of co-operation between SCS and Thardeep Rural Development Project” for 2007 and 2008.
- 108 SCS, “Agreement of co-operation between SCS and Umtata Child Abuse Resource Centre 2007”
- 109 SCS, “An Assessment of Child Participation in Family in South Africa”, 2006
- 110 SCS, “Annual Report 2005 for Southern African Region”
- 111 SCS, “Annual Report 2006 for Southern African Region”
- 112 SCS, “Child Sexual Abuse and Exploitation in South Africa”, 2005
- 113 SCS, “Ending Corporal Punishment of Children in South Africa”, 2005
- 114 SCS, “Ending Legalised Violence Against Children, All Africa Special Report, 2007”
- 115 SCS, “Meeting – follow up strategic partner selection process”, 2007
- 116 SCS, “Plan of Action 2005 for Southern African Region”
- 117 SCS, “Plan of Action 2006 for Southern African Region”
- 118 SCS, “Plan of Action 2007 for Southern African Region”
- 119 SCS, “Plan of Action 2008 for Southern African Region”
- 120 SCS, “Progress 2005–7: Southern African Region”
- 121 SCS, “Proposal to Sida/SEKA 2004–6, Children’s Socio-economic rights and HIV/AIDS”
- 122 SCS, “Save the Children Sweden in Southern Africa 2005–7”
- 123 SCS, “Situation Analysis of Children in Southern Africa, 2002”
- 124 SCS, “Southern Africa Regional Programme, Plan of Operations 2005–7”
- 125 SCS, “Southern Africa, Regional Child Rights Situation Analysis”, 2008
- 126 SCS, “Strategic Framework, Southern African Region 2002–8”
- 127 SCS, Publication and Film Catalogue. Regional Office for South and Central Asia. Aug 2007.
- 128 SCS. “Annual Report 2005 for Pakistan”.
- 129 SCS. “Annual Report 2006 for Pakistan”.
- 130 SCS. “Evaluations and Other Reports SEAP, 2005–2007”.
- 131 SCS. “Planning Monitoring and Evaluation System in the Overseas Regions, User Guidelines”. Draft. February 25, 2008.
- 132 SCS. “Progress Report to Sida”. 2006.
- 133 SCS. “Rädda Barnens HIV Arbete 2005”.
- 134 SCS. “Report One Day Consultations with Juveniles Released from Haripur Jail”, October 2005.
- 135 SCS. “Report One Day Consultations with Juveniles Released from Haripur Jail”, May 2005.
- 136 SCS. “Trainings Conducted by SCS Pakistan 2005–2007”.

- 137 SCS. *Child Rights Perspective in Response to Natural Disasters in South Asia*. SCS 2006.
- 138 SCS. *One Vision One Voice – Good Practices on Advocacy to End Violence Against Children*. 2007.
- 139 Sida. *Anvisningar för bidrag från anslagsposten enskilda organisationer*. 2007
- 140 Sida. Årsgenomgång mellan Rädda Barnen och Sida. Juni 2007.
- 141 Sida. Bedömningspromemoria avseendeförlängningsansökan för verksamhetsår 2008. december, 2007.
- 142 Sida. *Perspectives in Poverty*. Sida, Stockholm 2002.
- 143 Singh, Neelan. “External evaluation of Save the Children Sweden’s operations in Southeast Asia and Pacific – Draft Report” 2007.
- 144 Society for Empowering Human Resources – SEHER
- 145 Society for Empowering Human Resources – SEHER “Annual Report” for 2006 and 2007
- 146 Society for Empowering Human Resources – SEHER “Report 2005–2007”. 2008
- 147 SPARC. “Case Studies of three Runaway Children” 2007.
- 148 Thardeep Rural Development Project, “Annual Report of Child Rights Protection” for 2005, 2006 and 1007
- 149 United Nations, “CRC Report, Concluding observations, Angola”, November, 2004
- 150 United Nations, “CRC Report, Concluding observations, Botswana”, November 2004
- 151 United Nations, “CRC Report, Concluding observations, Lesotho”, February, 2001
- 152 United Nations, “CRC Report, Concluding observations, Mozambique”, April 2002
- 153 United Nations, “CRC Report, Concluding observations, South Africa”, February, 2000
- 154 United Nations, “CRC Report, Concluding observations, Zambia”, July, 2003
- 155 Ward, Catherine L., “It feels like it is the End of the World: Cape Towns Youth talk about Gangs and Community Violence”, 2007
- 156 Ward, Penny. *An Assessment of Children’s Participation within Save the Children Sweden’s Regional Southern Africa Programme*, draft report, February 2007.
- 157 We can Work it Out – Parenting with Confidence
- 158 Working Against Physical & Degrading/Humiliating Punishment of Girls & Boys. (2005)

Websites consulted:

www.rb.se
http://seap.savethechildren.se/en/South_East_Asia/Home/
<http://sca.savethechildren.se/sca/http://sca.savethechildren.se>
www.scsmena.org
www.crin.org/
www.sida.se/ngodatabase
www.rapcan.co.za/
www.violencestudy.org
<http://sca.savethechildren.se/en/sca/>

Recent Sida Evaluations

- 2008:48 Lessons Learnt from the Integrated Rural Development Programme (ALKA) and the Albanian Macedonia People's Empowerment Programme (AMPEP)**
Cvetko Smilevski, Lars-Erik Birgergård
Sida
- 2008:49 Sida's Support to UNDP in Sierra Leone**
Laurence Sewell, Ceinwen Giles
Sida
- 2008:50 Assessment of Sida Support through UNDP to Liberia Recovery and Rehabilitation**
Hans Eriksson
Sida
- 2008:51 The Civic Education Network Trust (CIVNET) in Zimbabwe**
Dren Nupen
Sida
- 2008:52 Lessons Learnt and the Way Forward – The Collaboration between East Africa Legislative Assembly (EALA) and the European Parliamentarians for Africa (AWEPA) March 2005–April 2008**
Lisa von Trapp
Sida
- 2008:53 Zivikele Training – Gender Based Violence and HIV/AIDS Project in South Africa**
H.G. van Dijk, T. Chelechele, LP. Malan
Sida
- 2008:54 The University of Zambia School of Law Book Project: Post Project Evaluation Report**
Mwenda Silumesi
Sida
- 2008:55 The District Development Programme in Tanzania (DDP)**
John Carlsen, Solar Nazal
Sida
- 2008:56 Improved Land Management for Sustainable Development (RELMA-in ICRAF) Final Report**
Jan Erikson
Sida
- 2008:57 Global Trade Union Building in Defence of Workers' Rights Evaluation of Sida's Support to the LO-TCO Secretariat**
Frank Runchel, Agneta Gunnarsson, Jocke Nyberg
Sida
- 2008:58 Sida's Support to the Agency for Cooperation and Research in Development (ACORD) to the HIV and AIDS Support and Advocacy Programme (HASAP) in Uganda**
Narathius Asingwire, Swizen Kyomuhendo, Joseph Kiwanuka
Sida
- 2008:59 Sida's Support to the Africa Groups of Sweden's Development Cooperation**
Pia Sassarsson, Johanna Strandh
Sida

Sida Evaluations may be ordered from:

Infocenter, Sida
SE-105 25 Stockholm
Phone: +46 (0)8 779 96 50
Fax: +46 (0)8 779 96 10
sida@sida.se

A complete backlist of earlier evaluation reports may be ordered from:

Sida, UTV, SE-105 25 Stockholm
Phone: +46 (0) 8 698 51 63
Fax: +46 (0) 8 698 56 43
Homepage: <http://www.sida.se>



SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
SE-105 25 Stockholm, Sweden
Tel: +46 (0)8-698 50 00. Fax: +46 (0)8-20 88 64
E-mail: sida@sida.se. Homepage: <http://www.sida.se>