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Sida Decentralised Evaluation

Annica Holmberg
Cecilia M. Ljungman
Ian Christoplos
Jessica Rothman

Evaluation of Save the Children Sweden's Support to Partner Organisations

Final Report

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December 2012**

**Annica Holmberg
Cecilia M. Ljungman
With Ian Christoplos and Jessica Rothman**

Authors: Annica Holmberg and Cecilia M. Ljungman
with Ian Christoplos and Jessica Rothman

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.

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SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: S-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64

Postgiro: 1 56 34-9. VAT. No. SE 202100-478901

E-mail: info@sida.se. Homepage: <http://www.sida.se>

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Abbreviations and Acronyms

Afrsex10	Building Regional Capacity on Children's Rights on Sexuality Education and Gender for HIV Prevention and Mitigation in Sub-Saharan Africa
CdIRtF09	Joint evaluation of the Rewrite the Future Programme Cote Ivoire
Civsam	Civil society unit (Sida)
CP	Child Protection
CRC	Convention on the Rights of the Child
CRG	Child Rights Governance
CSO	Civil Society Organisation
Globemerg09	Thematic Review of SCS collaboration with CS in Emergencies
Globcivcr11	Thematic review Civil society Partners' Contribution to the Implementation and Monitoring of Child Rights in Society
Globcivcap11	Thematic review Civil society Partners' capacity as advocates for the rights of the child
Globreg11	Evaluation of Save the Children Sweden's (SCS) Regional Approach in the International Programme.
Globvio11	Evaluation of Save the Children Sweden's work in the follow-up of the UN Study on Violence against Children 2006-2010
MDG	Millennium Development Goals
MENA	Middle East and North Africa
Menacivreg11	Mid-Term evaluation A Civil Society for Child Rights Project
MoU	Memorandum of Understanding
NGO	Non Governmental Organisation
OCD	Organisation Capacity Development
Paldetjun11	Post-trauma Rehabilitation of Palestinian Ex-detainee Children in West Bank
Paldetmar11	Mid-term Post –Trauma Rehabilitation of Palestinian Child-Ex Detainees in the West Bank Project
PME	Planning, Monitoring and Evaluation
(H)RBA	Rights-Based Approach/Human Rights-Based Approach
SACCL09	Evaluation of the Centre for Child Law
Safcrf10	Evaluation of the Child Rights Forum
SAFparticip10	Children's Participation in Southern Africa
SAUcarc10	Strategic Review of UCARC's Volunteer Child Protection Project
SCI	Save the Children International
SCS	Save the Children Sweden
Sida	Swedish International Development Cooperation Agency
Sida/SEKA	Sida's The Department for Cooperation with Non-Governmental Organisations and Humanitarian Assistance
SRHR	Sexual and Reproductive Health and Rights
ToC	Theory of Change
ZAmsex09	Sexuality Training and Outreach Initiative

Preface

This evaluation was commissioned in 2012 by the Civil Society Unit at Sida's Department for Global Development, through Sida's framework agreement for reviews and evaluations. Indevlop carried out the evaluation in cooperation with Tana Copenhagen.

The independent evaluation team included the following key members:

Ms. Annica Holmberg, Team Leader: Annica has 15 years of experience of working with civil society organisations globally, and has a broad understanding of CSO programmes and partnerships. Her experience includes programme development, implementation strategies in various contexts and within different types of CSO programmes, as well as monitoring and evaluation. She has a deep knowledge of the Swedish Foreign Ministry's and Sida's current and earlier CSO policies, and particular knowledge of the conditions and instructions for the cooperation between Sida and the Swedish Framework civil society organisations.

Ms. Cecilia Magnusson Ljungman, Evaluation Specialist: Cecilia is specialised in development co-operation policy, evaluation and rights-based approaches. She has been involved in over three dozen evaluations – including large-scale global policy evaluations, sector evaluations, meta-evaluations and organisational evaluations. She has profound knowledge of evaluation concepts, techniques and methodologies – both from a theoretical and practical perspective. She has undertaken summative, formative, theory-driven, participatory, meta- and impact evaluations. She has experience of employing human rights, gender equality and poverty perspectives in this work. She led Sida's global evaluation of SCS in 2008.

Jessica Rothman was the Project Manager with overall responsibility for managing the successful implementation of the evaluation, and quality assurance of the methodology and reports was provided by Ian Christoplos.

Executive Summary

This evaluation has been commissioned by Sida's Civil Society Unit and concerns two specific programme areas: Child Protection and Child Rights Governance of the International Programme of Save the Children Sweden. These programmes receive Sida funds from the civil society appropriation and are implemented in a large number of countries where Save the Children is operating. The evaluation has analysed programme specific outcomes for the period 2009-2011 through two field studies, in Lebanon and the Philippines, and a meta-study of earlier evaluations from the same period.

The purpose of the evaluation is to assess the extent to which the International Programme of Save the Children Sweden has achieved its stated objectives. It also analyses the results in relation to the aims of Sweden's civil society strategy as well as the effectiveness and sustainability of the two programmes. The team has also examined the extent to which Save the Children Sweden and its CSO partners apply child rights-based programming and conflict conscious approaches in their work.

The evaluation team concludes the following:

- ✓ Through its support to child rights and child-led organisations within its Child Protection (CP) and CRG programmes, SCS to a large extent contributes to **effective** and significant changes in policies and practice affecting children's rights as well as increased participation and more active citizenship among children and young people.
- ✓ While the evaluation found significant evidence of qualitative and relevant work on **gender equity and non-discrimination**, there is still room for improvement in how these perspectives could permeate both the daily work of Save the Children and in the development of joint strategies with partner organisations.
- ✓ **Organisational and capacity development** has been a central aspect of SC's support to CSO partners. The much-appreciated capacity building has included technical/thematic and policy development, skills to linkage with the external environment and internal organisational functioning. Strategies to institutionalise the knowledge could however be improved, and the monitoring of learning and organisational development processes could be better systematised. The current Planning, Monitoring, and Evaluation (PME) system does not address process goals and as a result, reports tend to be activity-focused as opposed to providing analysis of changes in organisations. This potentially undermines the possibility of drawing lessons for future support to CSO partners.

- ✓ SCS has supported the organisational and financial **sustainability** of CSO partners by building capacity and facilitating relations with new donors. Though partner CSOs have a good measure of ownership of their projects, the ownership would be further strengthened if SCS engaged in longer-term programme or core funding arrangements with its partners.
- ✓ SCS has been relatively successful in creating a base for sustainable child rights movements at the country level by supporting partner organisations to build networks, establish coalitions, undertake joint initiatives and engage with duty-bearers in both structured and informal ways. **Sustainable results** have been achieved by gaining commitment from duty-bearers at different levels.
- ✓ SCS supports a broad range of civil society actors, representing both child rights organisations and CSOs working on human rights in a wider sense. SCS contributes as a partner and donor to a deepened understanding of what child participation can and should be, the meaning of positive discipline, how CRG can be promoted both within civil society and as a claim towards duty-bearers. As such **SCS is contributing to a pluralistic civil society at national and regional levels that also includes active and meaningful participation of children.**
- ✓ The strong focus on **advocacy** of SC is **showing results**. There has been considerable progress in the legal reform processes and public awareness in the countries visited. The evaluation can affirm changed behaviour among adults in CSO, targeted adult groups, teachers and among the children themselves. The emphasis on voice, participation and a life without abuse and violence of the targeted children must be considered as a significant contribution to poverty reduction.
- ✓ The two thematic programmes are found to contribute to **democratic development** and increased respect for human rights with regard to:
 1. children's rights to participate in social processes, influence over matters that concern them and their possibilities to exercise active citizenship; and
 2. how children's security and physical and psychological integrity are protected through the actions of SCS and partner organisations.
- ✓ The SCI process, where different SC member organisations now operate as one organisation, is well aligned with the aid effectiveness agenda enabling civil society actors and duty-bearers to have one strong dialogue partner. The application of the SCI format and system for project proposals, reports and monitoring means that there is no adaptation to M&E systems by the partner organisations. Partners are supposed to report on global indicators as formulated by SCI.
- ✓ The Team found that the lack of analysis in SCS applications and reports on the challenges and potential of civil societies makes it difficult to assess the relevance of how CSOs are supported. It is equally difficult to assess if the choices of country programmes and partner organisations are based on an analysis of where the

strategic role and added value of SCS is used to its full potential. No selection criteria are discussed for the large number of countries that received SCS support. A more stringent approach would be expected of an organisation of SCS's size.

- ✓ There is room for much improvement with regard to baseline studies on:
 - the strengths and weaknesses of the civil society to be supported, both as a movement and as individual organisations; and
 - the different needs of capacity and organisational development among partner CSOs and how partner organisations can complement each other.
- ✓ Considerable progress has been made in the area of M&E but there is still room for improvement regarding how the systems are put in practice. Above all, the current reporting system reflects, only to a limited extent, the outcome level of the partner organisation's work. The team has found that the account of achievement at the programme level in the global report to Sida's Civil Society Unit (Civsam) does not do the partners or the SCI country offices justice.

In line with the above conclusions the following recommendations are made to Save the Children Sweden:

1. When possible, SCS should develop more **long-term partnership agreements** that include programme and/or core funding.
2. SCS should continue to support child rights networks and joint advocacy initiatives. In this process, SCS should ensure that it is foremost the local and national **CSOs that are visible** to duty-bearers at different levels.
3. In its applications and reports, SCS should develop **contextual analyses of civil society** in programme countries. It should analyse the characteristics of civil society, and identify challenges and opportunities both within civil society and in relation to supporting CSOs. These analyses should, to the extent possible, draw on already-existing analyses.
4. SCS should ensure a strategic focus and a systematic approach to achieving and managing the results generated by organisational capacity development of CSOs. This would involve ensuring that country offices undertake periodic organisational capacity development assessments of partner CSOs (the organisational capacity development assessment in Lebanon offers a good practice example), develop clear strategies on how to further strengthen its partners, elaborate its monitoring systems and establish indicators to Organisation Capacity Development (OCD) measure results. It would also entail systematic sharing of locally produced tools and manuals among programmes, countries and regions.
5. In relation to its partnerships with CSOs, SCS should consider the “**good donor-ship agenda**”. It should develop mechanisms that allow mutual accountability and increased transparency within the partnerships throughout the process of partner dialogue (prior, during and after cooperation).
6. SCS should ensure that the **rights of children** with disabilities are mainstreamed in all its programmes and approaches. In this effort, it should consider seeking al-

- liances, or further develop existing ones, with organisations representing children living with disabilities.
7. SCS should further **visibly mainstream gender equality** perspectives for the strategies, priorities and analyses of civil society.
 8. Save the Children should draw on its successes of promoting **sexual health and reproductive rights** to further voice the right of adolescent boys and girls to comprehensive sex education and access to contraceptives by incorporating these issues into the CP and CRG programmes.
 9. To ensure that reporting to Sida Civsam documents longer-term results satisfactorily, SCS should introduce more **long-term reporting cycles** so that the outcome level achievements of partner organisations are adequately captured.
 10. SCS should ensure that its monitoring system adequately captures its **rights-based process goals** – namely participation, non-discrimination, accountability and transparency. This would entail developing indicators for process goals.
 11. To capture how the child rights organisations are strengthened through their partnership with SCS, process indicators should be developed for the organisational and capacity development of partner organisations, as well as on their ability to network and formulate common strategies with other actors.
 12. SCS's report to Sida should further highlight the outcomes of partner organisations' and SCS work and consider another layout to allow for a primary focus on the achievements of the partners and processes of change that they have contributed to.
 13. SCS should **explore the outcome mapping** approach and toolbox as an alternative or complementary means of more accurately monitoring and reporting changes in behaviour, actions, practices and relationships that SCS and its partners contribute to.

Recommendation to Sida and SCS:

14. Sida Civsam normally commissions an evaluation of the Swedish civil society organisations that receive funds from the CSO-appropriation every four years during the so-called bridge year. As a recipient of a sizeable Sida grant, SCS's international programme is extensive in both its geographic and thematic scope. It involves several levels, forms and types of partnerships with many different kinds of partner organisations. The last two Sida evaluations of SCS have had relatively narrow scopes and consisted of only two brief country case studies each. Meanwhile, the reviews and evaluations undertaken by SCS between 2009 and 2011 do not have sufficient thematic or geographic coverage to provide a comprehensive understanding of the depth and breadth of SCS's work.

To promote learning and accountability, Sida Civsam and SCS should consider commissioning a comprehensive in-depth evaluation in 2015. Planning for such an evaluation should begin several years in advance in close collaboration with country offices. To be true to Sida's and SCS's commitment to rights-based principles, the evaluation should aim to be highly participatory, in which partner

CSOs and children themselves are involved in the scoping, devising, planning and implementation of the evaluation. Since this requires a long planning process, it is recommended that a pre-study for the ToR commence at least 18 months in advance of the actual evaluation.

1 Introduction

1.1 EVALUATION PURPOSE AND SCOPE

Save the Children Sweden (SCS) is a politically and religiously independent, member-based, non-governmental organisation with operations in Sweden and internationally. It is part of Save the Children International (SCI). Sida provided a grant of 363 MSEK (slightly over 18% of SCS's international budget) from its CSO budget SCS's International Programme covering 2009 to 2011. The Programme was implemented in developing countries by SCS country and regional offices at the beginning of the period. Since 2011, these country offices have or are transitioning into integrated SCI offices.

In line with the terms of reference, the purpose of this evaluation is to assess the extent to which the International Programme of Save the Children Sweden has achieved its stated objectives as well as obtained results in relation to the aims of Sweden's civil society strategy.¹ The evaluation assesses the effectiveness and sustainability of SCS in terms of both results and processes. The team has also examined the extent to which SCS and its CSO partners apply child rights-based programming and conflict conscious approaches in their work.

The evaluation provides findings, conclusions and recommendations for Sida to use in its assessment of Save the Children's application for the framework agreement 2013-2016. It also presents SCS with recommendations for its future work.

1.2 METHODOLOGY

The evaluation was conducted from August 2012 to October 2012 by Annica Holmberg (Team Leader) and Cecilia M. Ljungman (Evaluation Specialist). The Team actively engaged with SCS during the evaluation process and provided the International Programme Department with preliminary observations and recommendations just before submitting the application for the coming three-year period 2013-2015 to Sida Civsam.

¹ SCS has also received funds for humanitarian operations and a recent grant for the 2011-2014 Child Youth Initiative. In line with the ToR, neither of these are covered by this evaluation.

During the inception phase, the Team established an overview of the available documentation and undertook preliminary interviews with Sida and SCS in Stockholm. The Team devised a methodology – including an evaluation framework – which is presented in full in the Inception Report (Annex 7). The questions provided in the ToR have constituted the central basis for this framework, the data collection and the assessment process.

During the **data collection phase**, the Team undertook in-depth desk research (programme documents, strategic plans, assessments, guidelines, reports, publications, SCS’s management response to system audit, Sida’s assessment memos, etc. – please see annex 7.2 for a list of documents reviewed), missions to two country offices and a meta-study of SCS’s external evaluations between 2009 and 2012. In this phase the Team conducted over 60 semi-structured interviews, mostly an hour in length, with Sida, SCS Stockholm and stakeholders in Lebanon and the Philippines – including CSO partner organisations, children, duty-bearers and other key actors. A one-day workshop was also held with 16 members from four child-led partner organisations in Manila using Most Significant Change² methodology to discuss results. The organisations all participate in a programme that informs children on the Child Rights Convention. The workshop included stories of individual changes (all those stories were kept as data); then the participants told stories of change at the organisational and community levels and collectively selected the most significant stories. Some of the outcomes identified by the children during the workshop are referred to in chapter 3. The stories were also used by the evaluator as a reference in interviews and focal group discussions with other partner organisations.

During the **final synthesis phase**, the Team synthesised collected data, analysed and assessed it and prepared this report.

² Most Significant Change is a participatory data collecting, monitoring and evaluation method that normally does not focus on the indicators in the result framework, but gives different participating stakeholders an opportunity to identify processes of change through stories. All collected stories are then systematically selected through a collective process or through a smaller group and pooled into the most significant ones. It helps to assess the performance of projects/programmes when it is not possible to predict with any certainty what the outcome will be, or when the outcomes will vary widely across beneficiaries or for interventions that include participatory forms of monitoring and evaluation of the results. The method allows process-oriented reflections on programmes that, for example, are complex, involves many organisational layers and/or focus on social change. One of the limitations of this method is that it only reflects the stories of those who were involved in the storytelling and that it can be hard to claim the “generalisability” of the identified outcomes. For more details see, for example www.mande.co.uk/docs/MSCGuide.pdf.

1.2.1 Methodological focus

SCS's International Programme is vast in terms of geographic spread, thematic focus, the number and type of CSO partners around the world and overall budget. Given the limited resources of the evaluation, the short timeframe and the small evaluation team, a **narrow focus for data collection** was required. The following approach was undertaken:

- In agreement with Sida and SCS, the Team selected two out of the four programme areas (Child Protection, Child Rights Governance) for closer examination. This selection was based on the fact that these two areas comprise the largest proportion of SCS's areas of work and constitute the future strategic direction for 2013-2016.
- In the assessment of SCS's and its partners' application of rights-based approach principles (accountability, transparency, participation and non-discrimination), particular emphasis was given to accountability.
- Two central aspects of the Swedish CSO-strategy were examined; i) SCS's support to capacity development of CSO partner organisations; and, ii) the extent to which SCS and its CSO partners engaged as a collective voice through advocacy work.
- The Team studied how SCS interacted with its CSO partners; the respective roles they played; the added value of SCS and the extent to which SCS was guided by civil society and partners in its choice of partners and priorities.

1.2.2 Meta Study

The evaluation team undertook a meta-study of SCS's evaluations and reviews undertaken between 2009 and 2012. Sorting through dozens of evaluations, studies, assessments, reviews and research reports undertaken since 2009, the team identified 15³ reports that fit the criteria of an evaluation or a review as per OECD/DAC's definition and addressed at least some of the DAC evaluation criteria (relevance, effectiveness, efficiency, sustainability and impact).⁴ Each evaluation/review was analysed in relation to the evaluation questions included in the ToR. While all of the evaluations were undertaken since 2008, some cover the previous strategy period and their

³ The evaluations included in the meta-study are listed in Annex 7.2. Of these, two did not mention SCS's role and could therefore not provide much relevant data. Two others were too project-specific to be able to provide appropriate data for this evaluation. The names of the report have been abbreviated (see list of abbreviations) for easy reference.

⁴ The OECD/DAC definition of an evaluation is: "The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors." A Review is defined as "an assessment of the performance of an intervention, periodically or on an ad hoc basis.... Reviews tend to emphasize operational aspects."

conclusions may be less relevant today. The team has taken this into consideration in the analysis.

1.2.3 Country studies

During the inception phase the Team also selected **two country case studies**. Since SCS wanted the Team to visit a country in which the transition to a SCI office was complete, options were narrowed down to six possible countries – of which three were deemed less suitable. Taking into consideration the findings of the initial document review, the specific thematic focus on CP and CRG and the security situation in some countries, Lebanon and the Philippines were eventually selected.

The overall focus of the country studies was on results achieved in the area of CP and CRG and the relations between Save the Children and the CSO partner organisations. The following areas were examined:

- organisation, competence and capacity development
- aid effectiveness, harmonisation and coordination
- local ownership
- sustainability and flexibility
- monitoring and evaluation
- communication and advocacy

Prior to the field missions and in dialogue with the SC country offices on what was logistically possible, a mission programme including a mix of primary and key stakeholders was developed.

1.3 LIMITATIONS

At an overall level, a limitation of this evaluation is that it is significantly undersized in terms of time and resources in relation to the size of SCS's International Programme. While the meta-study of SCS's past evaluations helped to broaden the basis for data collection in a cost-effective way, the number of evaluations that ended up being relevant were relatively few and could not compensate for the reduced size of this evaluation in terms of data. Furthermore, the geographical coverage of past evaluations was very uneven – with no evaluations from Asia or Latin America.

Second, the time that could be allocated for the planning and implementation of the field visits was considerably limited. There were insufficient opportunities to visit partner sites, watch partner activities in action, discuss with children and triangulate

data with other stakeholders – let alone bring CSOs and children into the evaluation process itself in a more meaningful way.⁵

Third, the case studies chosen for this evaluation are both middle-income countries with medium human development. Both countries are known for their relatively active civil society movements and comparatively robust CSO organisations compared to other developing countries. SCS has worked in both countries for many years and is established as (one of) the most important international child rights actors in both countries. The findings of this evaluation must be seen in this light which implies that the case studies are more likely to represent best-case scenarios (and therefore examples of good practice), as opposed to a typical example of an average SCS country programme.

Fourth, while selecting a conflict affected country like Lebanon provided important data, limitations and security hindrances that are common in emergency settings, affected the mission negatively.⁶ These were out of the country office's control, but it made important efforts to accommodate the evaluation mission as best it could. The programme in the Philippines did not face any major limitations other than the already-foreseen limitation that partner organisations in the Mindanao region could not be visited. This significantly delimited the possibility to discuss the practice of conflict analysis and strategies. The application of conflict assessments could only be discussed with SCI staff in Manila, since no direct contact was possible with SCI staff at the local offices or partners in the more conflict stricken areas of the country.

1.4 STRUCTURE OF THE REPORT

The following chapter presents an overview of SCS's International Programme and includes a brief description of SCS's work in the two country case study countries – the Philippines and Lebanon. In accordance with the questions on effectiveness set out in the Terms of Reference, Chapter 3 assesses the effectiveness and sustainability

⁵ A special recommendation to Sida for future evaluation of SCS on the CSO-strategy is provided in chapter 6.

⁶ The following events detracted from the evaluation mission i) The Beirut office during the week of the evaluation received several new temporary staff members for the emergency response effort and a large number of visits from aboard (SCI, SC member organisations, regional office, diplomats, etc) which diverted attention. ii) Field visit and meetings during one afternoon had to be cancelled in the last minute due to road blocks in Beirut caused by a security incident. iii) A shooting and death in the Ein el Helwe camp resulted in the cancellation of the visit to the camp; iv) SC-UK launched its advocacy campaign related to the Syrian refugee crisis which elicited strong negative reactions among some stakeholders that the country office were forced to deal with. v) With only a few days warning, SC was asked by the Higher Council on Childhood to present findings the week of the mission related to the upcoming Universal Periodic Review of the CRC.

of the Child Protection and Child Rights Governance programmes. Effectiveness is examined in relation to SCS's five dimensions of its Theory of Change. Chapter 4 present the findings related to the coherence of the evaluated programmes and the relevance of the approaches of SCS in regard to the Swedish CSO-strategy. Chapter 5 provides overall conclusions and reflections on lessons learnt; while chapter 6 contains recommendations for SCS and Sida.

2 Overview of SCS's International Programme

2.1 BACKGROUND AND FEATURE OF SCS INTERNATIONAL PROGRAMME

“The goal of our support to civil society partners is to build their competence to influence duty-bearers to fulfil, respect and protect the rights of children. We are supporting our partners to perform their roles as change agents within their society and to carry out advocacy work, constituency building and support actions targeting boys and girls directly.”⁷

Save the Children Sweden is a rights-based member organisation that defends the rights of children both in Sweden and together with other child rights defenders across the world. SCS has cooperated with civil society organisations in practically all developing regions of the world.

SCS's international work is managed by the International Programme Department. It is responsible for providing thematic expertise, project management, strategic development as well as coordination with the other members of SCI. At the start of the programme period, SCS had country and regional offices in different regions. At the time, SCS was a member of Save the Children Alliance. Since then Save the Children International (SCI) in London has become the implementing umbrella organisation for all national Save the Children organisations. As a result, the country offices of all members have been integrated or are in the process of transitioning into a single SCI office in each country. This means that the international programme supported by SCS has been managed by SCI country offices or country offices in transition. There are also regional technical advisors in the areas of CP and CRG directly employed by the SCS international Programme Department.

The programme period coincides with processes of substantial change for SCS and other members of the SC Alliance that engaged in a so-called “unifying” process. Today all country members are part of Save the Children International (SCI) and all development cooperation and emergency programmes at the country level are man-

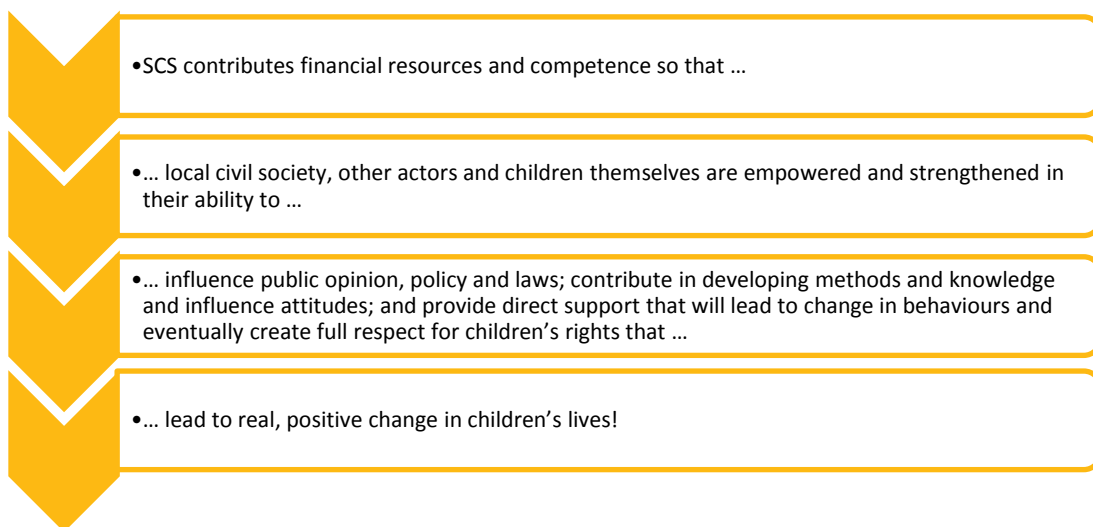
⁷ SCS application 2009-2011 to Sida SEKA, 2008

aged by SCI country offices or by offices in transition to become SCI offices. Though the programmes at the country level are managed by the SCI office, SCS still maintains the responsibility for the content of the programme it supports.⁸ A more in-depth description of this process can be found in Annex 7.6.

In 2011, SCS's International Programme decided to focus its development cooperation on 13 so-called "core" countries⁹. Support was given to partners in over 40 countries through these core countries and regional programmes during the evaluated period¹⁰. The international programme focuses on three thematic areas; education, child protection and child rights governance. SCS is the lead within SCI for the Global Initiative on Child Protection and co-lead together with SC Norway and SC Denmark for the Global Initiative on Child Rights Governance. The Sida CSO-appropriation was used for the three programme areas in all regions, with largest financial support to the sub-regions of East and Central Africa and Latin America.

2.1.1 Theory of Change

"SCS [...] does not see itself as the force to make the actual end change happen. This is the responsibility of the duty-bearers, ultimately being the signatory governments to the United Nations Conventions on the Rights of the Child. SCS rather sees itself as a catalyst that wants to initiate or support processes involving all layers of society to eventually lead to the change wanted."¹¹



⁸ Interview with management of International Programme, SCS 27-08-2012

⁹ Peru, Ethiopia, Ivory Coast, Senegal, Sudan/South Sudan, Zambia, Lebanon, OPT – Occupied Palestinian Territory, Yemen, Kosovo, Bangladesh, Pakistan and The Philippines.

¹⁰ Europe, Eastern and Central Africa, Southern Africa, West Africa, the Middle East, Latin America, Southern and Central Asia, and South-East Asia.

¹¹ SCS application 2009-2011 to Sida SEKA, 2008

The figure below represents SCS's Theory of Change as presented in its application to Sida for the programme period 2009-2011. The process below takes departure in five dimensions of change. The Theory of Change also defines three roles of SCS: **innovator** (testing new programme ideas), **implementer of programmes at scale**, and **voice**, advocating for children's rights.

Table 1: Save the Children's Five Dimensions of Change

1. Changes in the lives of children

Change in this area could include which rights are being better fulfilled, and which rights are no longer being violated. Changes could relate both to the number of children affected, and the ways in which their lives have changed – which could be considered as the ultimate impact on children.

2. Changes in policies and practice affecting children's rights

This could include changes in policy (e.g. new legislation or changes in existing legislation), changes in the way that policies are implemented, and changes in attitudes and beliefs of government staff concerning the respect for, fulfilment of and protection of children's rights.

3. Changes in children's and young people's participation and active citizenship

This is often divided into two areas. The first would concern children's ability to influence the design and implementation of your own programmes. The second would include children's ability to influence issues beyond the programme level (e.g. increased recognition of children in public debates).

4. Changes in equity and non-discrimination of children

A central feature of a child rights approach is that rights apply to all children, and it is the responsibility of an organisation working for child rights to see that its own work reflects that. Any benefits or services should apply across different categories of children, including marginalised children, both within your own programmes and within wider policies and programmes.

5. Changes in the capacity of civil society and communities to support children's rights.

Change here would include whether organisations and communities are more active in demanding child rights and whether community groups and individuals are more aware of violations of children's rights, and are able to identify duty bearers and hold them accountable. The improved capacity of partners to support child rights would be included under this dimension.

The ultimate aim of child rights programming is to contribute to the realisation of children's rights, which would be reflected in positive and lasting changes in the lives of boys and girls.

2.2 THEMATIC AREAS

The programme proposal presented to Sida in 2008 gave priority to the Right of the Child to Education; the Right of the Child to Protection, the right to participation and

non-discrimination, addressed not only but primarily in the area of what would be defined as Child Rights Governance¹². The last two areas are further described below. The period also highlighted child rights in emergency situations connected to armed conflict and natural disaster, societies with high HIV prevalence in Africa and migration and refugee situations.

Objectives for Child Rights Governance	Objectives for Child Protection
• Governments increasingly apply the UNCRC and other regional and human rights instruments. • There are strong, sustainable and independent civil society organisations, including children's organisations. • Organisations receiving support play a leading role based on a clear view on their roles as watchdogs rather than service delivery actors. • Girls and boys are increasingly aware of and empowered to participate in monitoring and advocating for and holding governments and CSOs accountable for realising the rights of the child.	• All children will benefit from national and local rights-based child protection systems, based on sound legislation, policy and integrated and comprehensive services. Systems are guided by the principles of the best interest of the child, child participation, non-discrimination, survival and development and prevent and respond to violence against and abuse, neglect and exploitation of children in all settings. • Children involved in or affected by armed conflict or other emergency situations benefit from specific appropriate and well-coordinated child protection measures provided by governments, civil society and international organisations involved in humanitarian actions. • Duty bearers, primarily in Africa, mitigate the impact of HIV and AIDS through comprehensive prevention and protection of children including the discrimination of children and their families because of HIV/Aids.

SCS has a salient role in the work on child protection systems. The approach bridges development and humanitarian work in a way that is much called for in the global discussion on disaster risk reduction.¹³ Though separated by funding mechanisms and

¹² The concept of child rights governance was introduced during the evaluated period to capture the more holistic approach to the implementation and monitoring of the Convention on the Rights of the Child.

¹³ Strengthening Local Humanitarian Capacities, Exploring the relationship between practice and policy in Sida's efforts to improve outcomes from strategic area six of its Humanitarian Strategy, Colin Rasmussen, Peter Walker, December 2011

appropriations, the work on CP Systems relates both to development efforts and emergencies in the way that it works with the local communities through child groups, parents associations, traditional and religious leaders, teachers, local duty-bearers in how to prepare for disaster and crisis situations. The positive discipline approach and the notion of positive parenting are said to have a positive impact on the level of violence against children in emergencies.¹⁴

2.3 SCI IN THE PHILIPPINES

The Philippines is rated as low middle-income country and medium human development country by the World Bank and UNDP respectively. It has a population of just under 95 million (2011), wherein about half of the population are children and adolescents. The social and economic inequities are vast; the country is not expected to reach several of the Millennium Development Goals (MDGs) by 2015. The maternity death rate is actually increasing according to the Department of Health. The poverty incidence is over 30%. The Philippines is one of the most natural disaster-prone countries in the world and is affected by armed conflicts particularly in Mindanao, one of the three major islands of the country.

Save the Children in the Philippines was first unified in July 2009 bringing together the programmes of SCS and Save the Children US under one management structure and system. It was transformed to an SCI office in January 2012.

SCS supported CP and CRG projects of nine partner organisations during 2009-2011 with an additional partner coming on board at the end of 2011. Four child-led partner organisations also participated in a SCI-implemented project (Children talk to Children) on the monitoring of the Convention on the Rights of the Child (CRC). SCI is a member of both the Non Government Organisation (NGO) coalition on the UNCRC, a national network of 16 child-focused CSOs that monitors the implementation of the CRC and submits an NGO alternative report. The Child Rights Network is also supported by SCI within the CP and CRG programmes.

The SCI in the Philippines also forms part of the regional programme in Asia that mainly advocates child rights issues at the ASEAN level together with national partner organisations. SCS has a regional advisor in the area of Child Rights Governance.

The current SCI Country Strategic Plan covers the period 2011-2015 and the country programme consists of five components:

¹⁴ Interview with SCS, Stockholm, 05-10-2012

1. The **Education Programme** is aimed at increasing young and school-age children's and adolescents' access to formal and non-formal quality protective education; improving the access to school-based health and nutrition services and WASH facilities; particularly targeting the most vulnerable children from rural and urban communities, indigenous communities, out-of-school children/young people, and children affected by armed conflict and natural disasters.
2. A **Health and Nutrition Programme** (including Livelihoods and HIV/AIDS) aims to reduce child hunger and malnutrition among children under five years; increase school attendance during lean months; decrease maternal and new-born deaths and increase access to quality and gender-sensitive reproductive and sexual health services by adolescents, young people, couples and most-at-risk persons.
3. A **Child Protection Programme** aimed at increasing the number of children protected from corporal punishment, abuse, exploitation and violence in the SC impact areas. It also addresses CP issues that affect children in armed conflict and in conflict with the law.
4. A **Child Rights Governance Programme** that aims to build capacity among children and civil society organisations to strengthen civil society's role in promoting the fulfilment of child rights.
5. An **Emergency Programme** that seeks to provide timely and appropriate life-saving and essential food/non-food items to children and their families affected by disasters and crisis; improve the quality of relief and child protection; increase preparedness and coping skills of children and families at risk and facilitate the immediate reunification of separated children as a result of disaster.

2.4 SCI IN LEBANON

Lebanon is classified as an upper middle-income and upper medium human development country by the World Bank and UNDP respectively. Nevertheless, it has a weak state and faces political instability caused by internal and external factors including sectarian/regional divides, a legacy of 15 years of civil war, a high percentage of refugees, recent war with Israel, and spillover effects by the current civil war in Syria and clientelism in government institutions. These contribute to limiting complete compliance with the CRC. There are disparities in quality and access to basic services (education, health care, etc.). The weakness of the judicial sector and its inability to afford protection to children, and continued political instability and human rights violations have affected the well-being of vulnerable children.

Although legislative progress has been achieved and several structures with child rights-relevant mandates have been established over the past decade, SCS's Child Rights Situation Analysis undertaken in 2011 found that Lebanon still lacks the political will and structural capacity to mainstream and institutionalise the CRC in all relevant functions of governance and social life.

Lebanon is unique in the region for having the Higher Council for Childhood, (HCC) a national umbrella institution that monitors the implementation of the CRC and other

child-related international instruments. Organisationally, the HCC belongs to the Ministry of Social Affairs. Governmental, non-governmental and international organisations participate in the HCC's various committees. SCS has played a prominent role in many of the committees.

The SC programme in Lebanon consists of four components:

1. An **Education Programme** aimed at improving access to formal and non-formal quality-protective education for children from disadvantaged groups and enhancing their knowledge and influence on school policies.
2. A **Protection Programme** (CP) aimed at the protection of children who are vulnerable and suffering from neglect, exploitation, violence or abuse as well as in armed conflicts.
3. A **Child Rights Governance Programme** (CRG) that aims to build capacity among children and civil society organisations to strengthen civil society's role in promoting the fulfilment of child rights.
4. An **Emergency Programme**, in northern and eastern Lebanon, which aims to provide child-friendly spaces and educational support to Syrian refugee children and vulnerable host community children. Remedial classes after school and providing space and structured play are among some of the activities.

In Lebanon, SC has seven CSO partners that are engaged in CRG and CP. Of these, three are considered core partners. Core partners were selected based on their ability to develop into a future national SC organisation, their commitment to child rights programming, child protection and to building middle management capacity. In addition, SC works with eight other CSOs in the area of education, mostly in relation to Syrian and Palestinian refugees. SC's education response in relation to the Syrian refugee crisis is funded by Sida's humanitarian appropriation.

3 Findings

This chapter presents the findings in relation to effectiveness and sustainability. The first four sections examine the extent to which there is evidence that SCS is achieving its overall goals as specified in its five dimensions of change (please see 2.1.1) in its programmes on CP and CRG¹⁵, namely:

1. Changes in the lives of children
2. Changes in policies and practice affecting children's rights
3. Changes in children's and young people's participation and active citizenship
4. Changes in equity and non-discrimination of children
5. Changes in the capacity of civil society and communities to support children's rights.

Section 3.5 discusses how SCS is managing results through its programme monitoring and evaluation systems. The final section addresses the extent to which SCS's efforts are sustainable.

3.1 CHANGES IN POLICIES AND PRACTICES

The evaluations of SCS (in particular *Globvio11*) that have been reviewed by the meta-study underline that SCS has significantly contributed to moving the child protection agenda forward through relevant strategies, capacity building, and the development and advancement of concepts and approaches. Globvio11 found that SCS has achieved progress for children at the local, country and regional levels, within SCI and beyond. The country case studies support this assessment.

Thematically, SCS has developed its own niche in violence against children. In both the Philippines and Lebanon, all stakeholder groups confirmed the instrumental role in advancing the agenda. This has entailed a systematic process involving building opinion, bringing on board CSO partners and affecting change at the macro level. CSOs are now fully engaged in this agenda but initial leadership came from SCS.

¹⁵ The goals for CRG and CP in the programme proposal to Sida for the period 2009-2011 are included in Annex 7.5.

Concerning strategic approaches, SCS has specialised in programming for the development of national child protection systems, especially through community-based approaches, and by promoting children's participation in these processes. The Globvio11 evaluation concluded that groundbreaking progress for children has been achieved through SCS active participation in multi-stakeholder cooperation mechanisms that involve governments, civil society, including children, and national and international organisations. Stakeholders interviewed in Lebanon and the Philippines reiterated this view. From working with positive disciplining approaches and raising the awareness of child rights at the community level with caregivers, community leaders and schools; to advocating at the national level, SC is establishing a momentum and changing attitudes and practices, step by step.

At the regional level, Globvio11 concluded that when partnerships are consolidated through regional networks and fora, there is likely to be an added value deriving from the regional dynamics and governments' common commitments. Globvio11 identified many examples of how SCS has initiated, sustained and promoted the multi-stakeholder and inter-agency regional cooperation on child protection. It also found, however, that whereas the specific role of SCS in bringing about change through regional initiatives is not always measurable or quantifiable, its impact is considered to be sustainable, rooted in national ownership, and has resulted in concrete outcomes for children.

In the sections that follow, examples of macro, meso and micro-level changes in relation to child protection and child rights governance to which SCS has contributed to in Lebanon and the Philippines are presented.

3.1.1 Macro level

At the macro level, SC and its CSO partners have significantly contributed to the processes that led to the following results in the case study countries:

In the Philippines the following has been achieved:

- The bill on *Positive Discipline and Nonviolent Discipline of Children Act* has been passed in the House of Representatives and is now being discussed in the Senate. SCI and other national and international child rights organisations/child rights advocates have had a great influence over this process. Testimonies render SCI special attribution to the approach of positive discipline.
- SCS has advocated for, and provided continuous technical support to, the process of formulating the Resolution on Adopting the use of the Children's Checklist to Institutionalise Child Rights-Based Legislation that is expected to be passed in the House of Representatives.
- After a successful SC pilot project that modelled positive discipline approaches in schools, the "Policy and Guidelines on Protecting Children in School from Abuse, Violence, Exploitation, Discrimination, Bullying and Other Forms of Abuse" was adopted by the Department of Education in 2012. Partner organisations and networks have so far been successful in ensuring that the age which can be criminally prosecuted is not reduced from 15 to 9.

In Lebanon the following has been achieved:

- The country's first national child protection strategy was drafted and is being implemented.
- The draft law against violence in schools has been completed.
- A comparative legislative study that analyses the compliance of Lebanese domestic laws with the CRC which is the first of its kind in the Arab world.
- A national inventory/mapping of child rights protection organisations.
- The rolling out of a plan to ensure that there is capacity at the local level around the country to provide information and referrals to the public in relation to child abuse.

These successes build on the cumulative achievements that extend back further than the start of this programme period. While they represent important milestones, ensuring that all children are protected from child abuse, neglect and exploitation will require longer-term interventions at all levels.

Not all efforts at changing macro-level policies have borne fruit. In Lebanon SC has faced difficulties in moving the agenda forward at the macro level in relation to children affected by armed conflict. A main reason is that political opportunities to make progress have been few.

3.1.2 Meso level

SCS has affected change in organisational policies in practices in the areas of child protection and child rights governance. Some examples include the following:

- SC's core partners in the two countries have adopted child rights programming.
- Other CSO partners in both Lebanon and the Philippines have internalised aspects of a child rights perspective. While not all are undertaking rights-based programming, many appear to be guided by principles such as impartiality, non-discrimination and participation. For instance, in Lebanon 35 percent of the partners are mainstreaming child participation approaches in their project cycle, including child-led advocacy.
- Relevant CSO partners in the Philippines and Lebanon have become convinced advocates for positive discipline and are spreading this concept to caretakers, teachers and community leaders.
- In Lebanon, SC and its partners have trained police in municipalities. A top-ranking police chief has sent a letter of gratitude to SC's partner and the training content will be incorporated in the police academy training. SC has undertaken child protection training of UNIFIL Peacekeepers. The resulting manual has been shared with UN headquarters. Reports show improved detection and more referrals from UNIFIL, and better interaction between community-based organisations and national service providers.
- NGOs participating in the National Anti-Poverty Commission and Child Forum in the Philippines have accepted SC child participation standards.
- SC's partners in the Philippines are engaging in budget tracking, focusing particularly on budgets spent to prevent early pregnancy so as to hold duty-bearers to account.

According to partners, key factors that have supported these changes are the quality materials and tools produced by SC and the skills and capacities of the SCI staff. The thematic advisors in SCI in Manila noted, however, that the office did not produce studies and research as they used to do, and called for a return to more locally-based analyses.

Despite the organisational changes that SC has helped bring about within the CSOs, SC maintains that it continues to be a challenge for many child rights organisation to go from a sole focus on service delivery to one that also adopts advocacy approaches.

3.1.3 Micro level

At the level of individuals, the Team found evidence of examples of individuals changing behaviour and practices:

- Some youth trained in child rights and who have participated in advocacy work have gained visible, and have documented strong, leadership skills in the Philippines. Some members of these groups are participating in election for seats in youth councils.
- Sixteen leaders and members of four child-led partner organisations in Metro Manila explained that “We do not suffer from violence any more in their homes, in school or in the community.” They furthermore held that they had stopped using violence against their siblings.¹⁶
- Children in Lebanon and the Philippines who had participated in child-led data collection stated that they had learnt new values; understood child rights, the problems of prejudices; gained communication and negotiation skills; improved their active listening, conflict resolution, self-respect, sense of citizenship; and learned to be more accepting of others.
- In some refugee camps in Lebanon communities have mobilised to address child protection issues.
- In a Palestinian camp in southern Lebanon a child who had learned his rights brought his case of being beaten by a teacher to UNRWA. The teacher was eventually fired.
- School children in Beirut who have conducted research in their community, have organised themselves to lobby local councils in the area of teacher violence and food security in the neighbourhood.

¹⁶ These and some of the other reported results at micro level concerning children’s skills, agency and improved life situation in the Philippines were highlighted at the Most Significant Change workshop, Manila 08.10.2012.

3.2 CHILDREN'S AND YOUNG PEOPLE'S PARTICIPATION AND ACTIVE CITIZENSHIP

This section examines the extent to which SC has promoted children's and young people's participation and active citizenship.

SCS is a leading world expert on child participation. It has developed, tried and tested innovative methodologies, guidelines and approaches for research, advocacy and child-to-child training techniques. This was clearly established by the 2008 evaluation that specifically studied child participation processes and methodologies within SCS. Since then, SCS has continued to develop its approaches for child participation and how to integrate children's voices into advocacy work and monitoring of the CRC. It has a clear position on avoiding children's presence as "tokenism". The direct partnership with child-led organisations and groups is combined with child rights organisations working together with groups of children. SCS claims that its partners have gained a solid understanding of appropriately applying child consultation and child-led data collection, i.e. when there is a realistic possibility to influence agendas, reporting back to child groups and recording their reflections, and not treating children as symbols.

Data gathered during the country case studies corroborates SCS's claims in relation to child participation. In particular, external stakeholders, such as other donors and duty-bearers specifically highlighted that at SC events children always participate in plenary discussions and report on monitoring of the CRC.

In the Philippines several CP and CRG programme activities were both driven and influenced by children (as well as young adults who had formerly been active in child-led organisations) through child-led organisations or consultations with children. There were several examples of children actively influencing processes, collecting data, formulating agendas and monitoring rights. The specific support to child-led organisations has a direct impact on the quality and legitimacy of the advocacy work of partner organisations and secures that children's voices were heard and addressed. Furthermore, the efforts to include and involve children have increased the representation of SC's child-led partner groups in the National Anti-Poverty Commission Children Basic Sector Sectoral Assembly (from one to six groups).

In Lebanon, SC does not have any child led partner organisation¹⁷, as such, but there are ad hoc child-led groups. Nonetheless, SC has undertaken several initiatives with

¹⁷ Lebanese law on association prohibits children from participating in, creating, or being members of

its partners that promote children's and young people's participation and active citizenship. For instance, as a first step in setting up a future Lebanese child parliament representing children from all strata of society, SCS and its partners in Lebanon took the first step to gather children aged between 12 and 18 years from 38 organisations working on child rights to let them voice their opinion and propose strategies and recommendations.

Two impressive tools designed in SCS's regional Middle East North Africa (MENA) office are the child led data collection guidelines and the "animate it" toolbox. The latter has been used by 59 organisations in MENA who in turn have involved 1000 children in the production of animated movies. CSOs regard the movies as an effective means of promoting child participation, raising awareness (particularly regarding violence against children), giving children the opportunity to voice their views and targeting decision-making.

To promote child participation, child rights and empowerment, SC has created the *Child Led Data Collection, A Guide for Young People to Learn how to do Research and Create Positive Change*, during the strategy period. It is assessed by the evaluators to be an excellent, high-quality manual that is structured to address young people and adults/civil society organisations. It provides clear step-by-step guidance, useful graphics and contains a dozen helpful appendices that range from how to manage difficult emotions during an interview to how to open a survey monkey account. Partners such as Naba'a and MSL have been trained to use the guide and have initiated processes in which children have undertaken research in the community in relation to child rights. In a few communities, children are lobbying local councils and establishing children's councils.

Despite impressive progress and results in relation to child participation, Globvio11 found that initiatives that demonstrate the benefits of children's participation rarely lead to the approach being 'built' into systems of development, government, parliamentary practices, or school governance. The prospects for sustainability of child participation are constrained by people's mindsets and their reluctance to accept shifts in power relations that would allow children to have a real influence. Beyond a few organisations and individuals, children's participation is not seen as imperative and logical. While acceptance of the idea of children's participation has grown, the exclusion of children and the unequal treatment of children are not perceived as wrong. Globvio11 found that child rights practitioners still need to start afresh for every initiative until children and adults begin to expect participation and view it as a norm. Second, making provision for children to participate meaningfully is resource intensive. It takes time for preparation, training and ongoing activities. It is not seen by many funders as a core function.

3.3 EQUITY AND NON-DISCRIMINATION

This section examines the extent to which SC has promoted the equity and non-discrimination of children. Findings relating to gender equality are followed by findings in relation to other common areas of discrimination.

3.3.1 Gender equality

Gender equality consciousness is relatively strong within SC and some of the key staff have a history in women's and organisations working on sexual and reproductive health and rights. Gender equality and gender perspectives seem to have an underlying presence in SC's work. The country case studies revealed that:

- Sex representation does not seem to be a challenge; boys and girls participate in equal numbers and are given the same opportunities to participate and represent their organisations or the voices of other children.
- Data is sex disaggregated in SC and its partner organisations.
- The child-led organisations in the Philippines are very inclusive of different sexual identities.
- Issues such as early pregnancy (the Philippines) and early marriage (Lebanon) are being given attention after being identified as problems by children.
- A partner in Lebanon, with support from SC, is developing a tool for teachers to teach gender equality using games.

In the Philippines the evaluator could observe openness towards different sexual identities. One of the leaders of the partner organisation ZOTO confirmed that attitudes towards lesbian, gay and transgender adolescents had changed in the communities where the organisation operates, and that it had become easier for boys and girls to “come out”, openly be part of the community and lead social processes. These changes are a result from longer-term processes than the last three-year period alone.

SCS has not adopted a specific “girl-focus” as have many other development actors. It has instead opted to focus on gender stereotypes regarding masculinities in relation to parenting and the violent situation that many boys find themselves in.¹⁸ The Team was, however, not able to follow up on this work in detail.

SCS has funded projects that focus on SHRH in Southern Africa and the MENA region. SCS could consider taking a stronger position and highlight the right to comprehensive sexual education for children, particularly adolescents, and access to con-

¹⁸ SCS works for example with the Men Engagement Network. SCS also focuses more on sexual gender based violence against boys.

traceptives within the CP and CRG programmes. This is not only valid from a gender equality perspective but also well in line with the agenda of reaching the MDG5. It is also a valid area of work considering that it has been raised by children themselves. Child-led data collection and claims of children in the Philippines resulted in a greater focus on early pregnancy within the child rights network and NGO coalition on the CRC, as noted elsewhere in the report. The review of the SCI Philippines result framework also showed that reproductive health is also addressed in the health programme¹⁹.

Despite general gender equality consciousness in the organisation, the global policy on gender equality does not have a central place in SCS and the visited SCI country offices daily work. Staff members confirmed that gender analysis could be further developed and made more visible in decisions and strategies. A new version of the gender equality policy is currently being elaborated to replace the 2009 policy. An early draft addressed LGBT-rights but the section was removed upon request from country offices in the MENA region.

3.3.2 Other inequalities

The country case studies and the meta-study of the evaluation reveal the following regarding the promotion of non-discrimination in SC's work:

- There is strong focus on **socioeconomic rights**, i.e. many children involved in the programmes of the case study countries come from poor families. This was evident both in the development work and in the overall approach to emergencies.
- While **children living with disabilities** are regarded as a prioritised group, there was generally little evidence of a disability perspective. Nor did SCI staff mention any affirmative action measures to ensure that children with disabilities are included in activities or have influence over the agenda setting of the programmes. (Likewise, the *CdIRtF09* evaluation found that children with disabilities and the need for non-formal education were not well addressed.)
- There was significant consciousness of **ethnic and/or religious minorities** – including stateless children – in Lebanon. In the Philippines this was addressed at local/regional levels, but less so in the overall country approach.
- In Lebanon relief was provided to Syrians and poor members of the host communities.
- In both the Philippines and Lebanon, SCS staff mentioned their increased focus on the children of migrant workers and the rights of children on the move. In the

¹⁹ Objective for sub-area Adolescent health: Increase access to quality adolescent-friendly reproductive and sexual health services by adolescents and young people (Log frame 2012)

Philippines this entailed a focus on young girls (often from ethnic minorities) escaping from arranged early marriages and at risk of being trafficked.

- Past evaluations show that the community approaches applied by the partner CSOs reinforce non-discrimination. (Globemerg09).
- Some evaluations (Globemerg09 and CdIRtF09) found that the analysis and the implementation of how inequality and discrimination affect different groups of children was sub-optimal and that there was a need to mainstream non-discrimination more consistently – including through clear devising objectives with indicators to measure results.

3.4 CAPACITY OF CIVIL SOCIETY TO SUPPORT CHILDREN'S RIGHTS

This section examines how SC has built the capacity of civil society to support children's rights, what roles SCS plays and what relationships it engages in vis-a-vis its CSO partners.

3.4.1 Capacity Development

A central aspect of SC's support to CSO partners has been organisational capacity development (OCD). The capacity building support has focused on three areas: i) "to do" i.e. technical/thematic development (e.g. psychological first aid, child resilience, systems for reporting child protection issues and positive discipline; to animation techniques, child to child methodology, active learning methods and hygiene habits and substance dependency) ii) "to relate" i.e. linkages with the external environment; and iii) "to be" i.e. internal organisational functioning (e.g. project cycle management; financial management; volunteerism; communication techniques; budget monitoring; networking, improving capacities of middle management and team building, democratic values, principles on transparency and representation).

The past evaluations reveal that SCS's capacity development work is of solid quality, and is effective and relevant. The Globcivcap11 evaluation concluded that "the support to partner organisations has led to good results in strengthening partners' thematic competence in the rights-based approach and its practical implementation in partners' programme work. There are more positive results regarding the support to organisational development compared to the situation three years ago." Indeed, the country case studies found that CSO partners showed a solid basic understanding of child rights concepts. Core CSO partners were relatively advanced in systematically applying child rights programming approaches. An indicator of the success of SCS's OCD effort is that SC's partners tend to be "poached" by other international organisations, (for instance in Lebanon and Sudan) particularly in times of emergency.

The data gathered suggests that SCS's capacity development support is regarded as useful by the CSO partners. For instance, MENAcivreg11 found that the innovative approaches to child participation were highly appreciated by CSOs. In Lebanon a dozen training areas were mentioned as very useful but "empowering and improving capacities of middle management" was highlighted as particularly useful by a few partners. Furthermore, a SC staff member also observed that this training had contributed to noticeable delegation and decentralisation within some of the partner CSOs.

There is also evidence that the CSOs have been pleased with *how* SCS has provided OCD support – it has been flexible, pragmatic, partner-centred (MENAcivreg11, Globcivcap11) and based on expressed needs. According to Globcivcap11, country offices prepared capacity development plans in dialogue with CSO partners at the start of the strategy period (though until recently there were no practical tools to guide this planning, resulting in variations on how these were undertaken). Indeed, SCS in Lebanon conducted a baseline assessment of all partners in 2009. This was followed up with an organisational capacity development assessment in 2012 (see below).

"SC gives us tools – not theories or lectures. Tools are what we need."

Nevertheless, past evaluations have identified areas where there is room for improvement. To begin with, in some cases, regional training appears to have been less effective. While participants have generally been satisfied, evaluations (ZAm-sex09, Afrsex10 and MENAreg11) deemed that there were often insufficient strategies to institutionalise the knowledge gained through regional training. Furthermore, some of the staff that had been sent to regional training initiatives were often not in a position of influence within the CSO.

Second, Globcivcap11 concluded that while the coordination of OCD at the country and regional offices has improved, there has been a lack of coordination at the HQ level with the other levels. There has also been a high demand from the field level for more practical tools and training to be able to further strengthen partners. This guidance was not always forthcoming in the past.

SC in Lebanon has contributed to the emergence of new organisations in Lebanon. Abaad, a new CSO that was formed out of another of SC's CSO partners, claims that the various training support that its staff received from SC before Abaad became an independent organisation was critical to its formation and initial success. Meanwhile, another small community organisation – LAY - which works under the umbrella of the CSO SAWA in the emergency programme, is gaining enough capacity from SCS technical support and training to develop into a more formalised CSO that will be able to enter into direct agreement with donors supporting the Syrian refugee emergency.

In addition to training workshops offered to all CSO partners, SC has provided both ad hoc and systematised advice and support directly to the organisations upon demand. Recently, SCS has introduced special partner advisors in countries such as Afghanistan to support OCD of partner CSOs.

Third, the monitoring of work with partners is a key challenge for SCS at all levels. Globcivcap11 noted that while capacity gained from training was monitored by SCS staff, it was not sufficiently systematised in the monitoring process – SCS’s monitoring system did not include questions relating to the monitoring of organisational capacity development. In fact, discussions with SCS management revealed that the current PME system does not address process goals. As a result, reports tend to be activity-focused as opposed to providing analysis of changes in the organisations. This potentially undermines the possibility to draw lessons for future support to CSO partners. (PME is also discussed further below.)

Fourth, the balance between technical/thematic training and organisational capacity development has been reported as an issue. According to Globcivcap11, of the three interlocking areas of capacity-building (to Do, to Relate and to Be) the first two have been developed to a greater extent than the third area, which relates to the development of partners’ internal functioning. In addition, Sida’s assessments during the programme period have stated that OCD has not been sufficiently visible in applications and reports to Sida.²⁰ Interviews with SCS management in Stockholm acknowledged the tendency to focus on technical/thematic training, but held that i) progress has been made during the evaluated period; and ii) there are differences between regions and countries regarding how capacity building is being developed.

The recent evidence gathered from the case studies in Lebanon and the Philippines supports the position that significant progress has been made. In Lebanon, over a third of the OCD work focused on “to Be”, and most CSOs expressed that they had been significantly strengthened in this area. Specific comments included the following:

CSO Capacity in Lebanon “To Be”: In 2012 SC completed an organisational capacity development assessment of 33 of its CSO partners together with Diakonia, which examined eight organisational areas in relation to four categories: 1) embryonic/start-up organisation, 2) Developing/emerging organisation, 3) Expanding organisation; and 4) Mature/sustainable organisation. The assessment results are generally encouraging. Most CSOs were relatively well developed in the areas of governance, management practices, financial resources management (highly developed) and networking (very highly developed). Virtually all of SC’s partners were well established with had a track-record of activities.

Areas where there was room for improvement were human resource management and sustainability. The CSO partners interviewed found the assessment process constructive and helpful. One organisation appreciated being assessed according to international standards and felt that it enhanced its credibility.

²⁰ Assessment of Save the Children Sweden’s Proposal for fiscal years 2009-2011, SEKA/EO, 2009-01-22; Bedömning av Rädda Barnens ansökan om rambidrag för verksamhet 2012, Global/Civsam, 2012-02-08

“SCS helped us develop a more democratic structure in the organisation.”

“SCS supported us in defining our priorities for the current three-year period.”

“SCS has been very helpful in developing financial systems and an operational budget and reporting calendar.”

“SCS support has been particularly useful in imparting skills related to conflict resolution and leadership.”

Furthermore, a community group working in partnership with one of SCS’s partners in the Syrian refugee response has received enough organisational training to soon be in a position to establish itself as a CSO that can directly receive donor funds. The recent capacity assessment of CSOs in Lebanon provides further evidence of CSOs having been strengthened. This assessment should be regarded as a good practice and be undertaken in other core programme countries.

3.5 MANAGING RESULTS

3.5.1 Weaknesses in the M&E system

The last Sida framework agreement evaluation from 2008 found that SCS’s monitoring and evaluation efforts were ad hoc and insufficiently documented to assess progress and/or determine whether adjustments are needed to more effectively reach objectives. The lack of a planning, monitoring and evaluation (PME) system had undermined SCS’s accountability. It recommended that SCS and its partners devote significant resources on applying the concepts to the long-awaited PME guide to capture and document its problems analyses, goals, strategies, progress and achievements. Since then, Sida has, in its assessment memos, raised critique concerning SCS’s M&E system and its way of reporting results.²¹

Likewise, the evaluations since 2009 found that setting of clear and relevant objectives, monitoring processes, setting indicators and reporting remain challenging for SCS. For instance, the Globcivcap11 evaluation found “monitoring of the work with partners is one of the challenges within SCS at all levels. Documentation of the im-

²¹ Erfarenheterna under beredningsprocessen visade dock på att Rädda Barnen fortfarande behövt över stärka sin kapacitet inom programhandläggning och framför allt utvecklandet av ett tydligt resultatfokus för verksamheten och ta ett större grepp om riskanalyser. Den ursprungliga ansökan fick kompletteras inom områdena riskhantering, hållbarhet, kostnadseffektivitet, genus och urval av partners samt en uppdaterad resultatmatris för att göra det möjligt att bereda ansökan. Erfarenheterna kommer att vägas in i den framtida bedömningen av Rädda Barnen då Sida kommer att ställa krav på att organisationen ska hålla en hög standard på resultat- och uppföljningssystem. Sida Assessment Memo on the application for the Child and Youth Initiative, 28-08-2011

portance of such work and the methods used for it, including good practice, exists here and there but is not jointly collected or shared.” The evaluation also stressed that with the transition into SCI, reporting has shifted from qualitative results related to changes in children’s lives based on the five dimensions of change, to quantitative results e.g. numbers of children (partly due to demands of other donors but also to different results reporting cultures among the different Save the Children members. According to the evaluation this could have implications the perception that partners have on how to work with the rights-based approach.

The global emergency evaluation from 2009 found that most country offices produced reports that were insufficiently analytical, reflective and critical. It saw a need for a stronger evaluation culture in the organisation in which PME is seen as a positive learning process. The Globreg11 evaluation perceived SCS as “an organisation that cannot clearly measure and show its results.”

3.5.2 Evidence of progress

Nevertheless, during the programme period, some important progress has been made. Highlights include the following:

- For the strategy period, SCS formulated a specific PME and Internal Control goal in which “The International Programmes – at all levels – is characterised by good governance, strong learning systems and quality assurance as critical prerequisites for contributing to an effective and efficient programme that can contribute to sustainable change.”
- The PME Guide, prepared in 2008, has been applied throughout the strategy period. SC staff in Lebanon and the Philippines reported that they found the new PME tools to be useful. It was also assessed as a practical and helpful tool by several of the interviewed partners.
- A set of long-term global indicators (GIs) were developed during 2008 and 2009 against which programmes are measured. While the new set of global indicators present some challenges, the results framework and indicators have, according to staff, considerably improved planning and monitoring. Compared to the global and country level reports from 2004 to 2008, the Evaluation Team can also confirm significant improvement in reporting.
- Objectives and baselines have been established for every country in which SCS or its partners work. The practice of an annual learning review has become part of SCS’s results-based management system.
- The case studies and past evaluations provide evidence that the greater emphasis on reporting has resulted in improved reports with more analysis and substance.
- A donor in the Philippines maintained that SCI was one of the few partners that actually monitored their work and reported back in an articulate way that gave justice to what they are doing.

It should be noted that partner organisations are expected to apply the SCI system, and there is no policy or practice on adapting to partner’s system. Partners have to

produce multiple and different reports to their donors. The fact that SCI expects the partners to automatically adopt an external model of reporting and relate to the SCI global indicators, etc., does not align with the aid effectiveness agenda.

3.5.3 Areas for Improvement

However, despite improvements, SCS's reporting is unable to capture the richness of the results achieved. The 2008 evaluation wrote that SCS *in practice* applies a clearer, focused 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. This remains true today. For instance, in the Philippines, the reports focus mainly on quantitative output level results (number of villages, groups, persons reached by awareness raising and training workshops). In Lebanon the 2009-2011 report presents outcome level results, but often lacks evidence to support the claimed results ("the advocacy campaign reached great results", "public opinion has certainly been reached"). Meanwhile, its completed results framework for the period is void of any detail or contextual information, making the quantitative results appear as sound bites.

At the overall level, the need to aggregate achievements at so many levels and, at the same time, to provide enough evidence of tangible results, presents a formidable challenge. This is recognised by the Team. It should nevertheless be possible to present an overview of which countries SCS supports and what criteria it uses to choose core countries, programmes and partners.

Second, SCS's monitoring framework does not capture process results – including efforts to promote participation and non-discrimination. Therefore, there is little discussion on the processes behind the results. With no process indicators, as expressed by a staff member, "it is difficult to see if we are on track".

Third, there are currently no indicators in the results frameworks of the case study countries to monitor the development of the partnering CSOs. The Globcapciv11 evaluation concluded that "the way of reporting highlights the programme activities and not changes in issues related to organisational development. Monitoring questions about organisational development are not presented in the monitoring system." It found that activities to enhance skills and capacities were followed up directly afterwards, instead of allowing for a time lag, and thus only captured output results. The M&E system did not promote learning from earlier lessons or include any process-oriented indicators on institutional development.

Finally, the main problem with the reporting is the failure to adequately capture outcomes that are resulting from the efforts. This is strongly linked to the fact that country offices and their partners operate on one-year budgets. Much of what SC does (e.g. advocacy work, capacity building, children's participation in governance processes, and technical support to legislative reform) takes more than a year to achieve.

While it appears that SCS's annual country level efforts build on the work of previous years, the incremental effects tend not to be captured in the reports.

The quarterly reporting results in a narrow activity-oriented focus – outcomes are hard to cover, as are the process behind them. Annual progress reports and biennial or triennial final reports from partners (2 year or 3 year depending on the agreement) would be more logical considering that the length of the Civsam funding. But since most partner agreements only span 12 month periods, this is currently not possible.

The application of RBM may be detracting from comprehensive reporting of outcomes since it has a tendency to reduce the achievement of results to linear processes. In reality, advocacy and capacity building efforts can produce results at different time intervals that spin off in different directions. An example of this is the child-led data collection guide that has been produced by SC Lebanon, but that is only superficially covered in the regional reporting. This tool – which is an excellent, high-quality manual – has been, and is still, used by different CSO partners to promote children to conduct research. The interviews conducted by the Team suggest that there are a number of potential desirable results at the outcome level that are emanating from the use of this, such as changes in children's behaviour, actions, practices, relationships and interactions simply by being involved in research; and changes at the community level. Capturing at least some of the array of changes that may be emanating from child-led research would require active monitoring by partners over time, including after the end of the funding period.

The 2008 evaluation recommended that SC explore outcome mapping as part of its PME strategy. It was deemed that with SC's focus on advocacy and capacity building, outcome mapping could be an M&E approach that adequately captured the effects of SCS's work, since it recognises that development is essentially about people relating to each other and their environment. At the time, there was some interest in this approach within the organisation, but so far outcome mapping failed to gain traction in the organisation. The SCI process has included harmonisations of the system and results approach among the SC members, and the development has resulted in an even stronger focus on RBM. Thus, quantitative results currently seem to have preference over outcomes that reflect the process of change in behaviour and actions. The Evaluation Team maintains, however, that outcome mapping could greatly benefit SC in setting its objectives, monitoring processes, reporting on outcomes and managing for results.

3.6 SUSTAINABILITY

Lasting outcomes that improve children's lives where SCS is supporting CP and CRG programmes are, in this context, the single most important aspect of sustainability. The following sections examine the extent to which SCS is enhancing the sustainability of partner CSOs and promoting sustainable child rights movements at the country and regional levels.

3.6.1 Sustainable CSOs

The level of sustainability of CSOs depends on a number of factors:

1. The level of ownership.
2. The way in which support is provided and terminated.
3. The extent to which CSOs have capacity.
4. The extent to which CSOs are able to generate financial resources.
5. The extent to which CSOs are able to build alliances and network locally, nationally and regionally.

The first four factors are discussed in the following paragraphs and the final bullet is discussed in the subsequent sections.

The relationship that SC enjoys with its CSO partners seems to be based on mutual respect, which promotes **ownership**. Reports, evaluations, visits and interviews confirm that SC enjoys a collaborative relationship with its CSO partners. Often, the partnerships are referred to as unique, open and interactive. SC is considered by many as more than a funding partner because of its knowledge, expertise, willingness to share and accessibility.

“SCS does not act as an authority; there are no boundaries between us as we might have with a donor partner.” “We enjoy a very open dialogue.”

SC’s CSO core partners expressed strong ownership of their respective programmes. While non-core partners interviewed also show a solid level of ownership for their projects with SCS, the short-term support provided by SCS is less conducive to full ownership.

Providing core funding is a key means of supporting organisations in their consolidation so that they, in the future, have sustainable capacity. Since it recognises that child rights work depends on long processes of change, SCS is committed, when possible, to “provide process-oriented, long-term resources for our partners’ operations, capacities and organisational development”.²² The CSO-appropriation provides Swedish CSOs with a great opportunity to fund their partners through multi-year programme support (rather than financing one-year projects) or with **core funding**. In many

²² Swedish CSOs (including SCS) commitment November 2010 to 8 *Istanbul CSO Development Effectiveness Principles*

countries and in particular in the Latin American region (Globreg11), SCS is one of very few NGO donors that provides core support²³ to child rights organisations.

However, despite its stated commitment to **long-term support**, the Team did not find significant evidence of this in practice. Most partner organisations in the Philippines were said to lack long-term strategies, which was why such arrangements are uncommon. In Lebanon, tax concerns and SCS headquarter restrictions on funding beyond one year were cited as the reason for one-year agreements (this is discussed further in section 4.2.3). The evaluation team agrees with Globreg11 that it is difficult to understand why “SCS has continued spoon-feeding some key partners with small and fragmented contributions over many years. As a rule it should rather offer a full meal of core support for at least a Sida planning period in exchange for an agreed exit strategy”.

Indeed, to promote sustainability, it is equally relevant for SCS to have clear strategies on **when and how to end partnerships**. The CdIRtF09 evaluation (covering the previous strategy period) concluded that sustainability was hampered by a lack of an exit strategy and insufficient interaction with local authorities. The Globreg11 evaluation also saw a need for more coherent exit strategies.

The country case studies provide a different perspective on **exit strategies**. While the offices did not apply the term “exit strategy”, SC in Lebanon has developed a transition strategy with its partners. Each year of support is regarded as a step to strengthen the organisation further. It therefore never funds the same activity year after year, but rather encourages partners to develop programmes with SC that can later be funded by UNRWA or the government. Furthermore, there is a clear strategy to promote sustainability by linking processes to existing structures. An example of this is the child abuse information facility that is being rolled out in existing development centres around the country. Another example is working with the Ministry of Education to ensure access to public schools for Syrian refugee children. In the Philippines, the responsibility to promote positive discipline in schools is expected to be taken over by the Department of Education.

Building the capacity of CSO partners is a key strategy for SCS to promote sustainability. Such efforts promote sustainability to the extent that the knowledge gained by

²³ According to OECD/DAC, core funding has the following characteristics:

- An unconditional grant to the organisation against its strategy and overall work plan.
- The funding of the individual donor goes to the main account and cannot be separated from other funding sources.
- Auditing, procurement and reporting are global using the organisations systems and procedures.

CSOs is retained within the organisation. This has been a concern for SC in Lebanon, but monitoring of the situation revealed only a minimal flight of capacity from the CSOs, and in any case the knowledge was at least retained in the child rights sector. Furthermore, peer-to-peer training was fairly regularly practiced in the CSOs and has ensured that knowledge gained from workshops is being spread within the organisations.

Financial sustainability is a critical aspect for CSOs. SCS has provided some support to strengthen this aspect of CSOs. The Globcivcap11 evaluation noted that SCS has helped CSOs develop relations with new donors. It has also made joint proposals with partners to increase and diversify partners' funds. While the capacity assessment of SC's partners in Lebanon revealed that financial sustainability was the weakest aspect of SC's partners, *more than half* of SC's CSO partners were considered to be doing well and had developed resource mobilisation strategies. In relation to CSOs in most developing countries, the level of financial sustainability among Lebanese CSOs can be regarded as high and rather impressive.

3.6.2 Sustainable Child Rights Movements at Country Level

SCS and its partner organisations promote radical changes and challenge the social and cultural constructions of how children and their rights are perceived. Such changes require long-term and strategic partnerships with a broad spectrum of actors within all parts of the society. The ability of SCS to support its partner organisations in building alliances with other social movements and organisations, as well as with duty-bearers willing to promote child rights, is essential for long-term sustainability and ultimately improved lives for children. The country case studies and some of the past evaluations reveal that SCS has been relatively successful in this regard. As discussed in detail in Section 4.2.1, SCS has substantially facilitated networking among its CSO partners. This includes building networks, establishing coalitions, undertaking joint initiatives in civil society and engaging with duty-bearers in both structured and informal ways.

Equally important are the findings (discussed in section 3.1) that SCS partners have made progress in gaining the commitment of duty-bearers in local government, authorities, schools, coordinating councils and legislative bodies to positive discipline, child inclusive/participatory practices and inclusive social protection systems.

A challenge to sustainability is the extent that local and national child rights CSOs are visible in advocacy efforts. The country case studies revealed that in some circumstances, CSO partners have taken the lead in relation to certain advocacy initiatives and are visible on the national scene. In other cases international organisations such as Save the Children, Plan International or UNICEF – who may be crucial to move the child rights agenda forward – overshadow local and national CSOs and their efforts. To ensure sustainability, domestic actors that have a base in different parts of

the population need to assume the lead in advocating for social change and justice for children.

3.6.3 Sustainable Child Rights Movements at Regional Levels

At the regional level, SCS's advisors facilitate networking, joint initiatives and the exchange of experiences and build common strategies to influence and monitor duty-bearers. This is particularly important since several of the child rights issues – such as child trafficking and children on the move – require regional and global solutions.

Regional initiatives – while often very important, worthy and effective – tend to have greater difficulties in achieving sustainability. This is due to i) the organisation capacity required to operate regionally; ii) the relatively higher cost of working regionally; iii) the shortage of funders able or interested in regional initiatives, particularly since regional results may have less immediate effects; iv) the inability/reticence of national-level actors to devote resources for regional efforts; and v) regional initiatives tend not to have come about “organically” but require the support of a funding partner from the start. It is therefore not surprising that while some of the evaluations of SCS's regional initiatives show important results, the problem of low sustainability is raised.

The ownership of regional initiatives was raised as a concern by three of the evaluations. Partners of the regional Child Rights Forum in southern Africa and the Manara child rights network were assessed as having low ownership. Communication in the regional networks has largely been SCS-driven. In Africa, the *Children's Rights and Sexuality Education for HIV Prevention and Mitigation in sub-Saharan Africa* project noted that network and inter-organisational relationships were weak. Two evaluations (MENAcivreg11 and Globvio1) recommended applying more transparent programming planning processes and process-driven approaches that involved CSO partners as means of enhancing ownership.

Nevertheless, the Globreg11 evaluation found that efforts were being made to address the low level of ownership and sustainability. Likewise, this evaluation's Lebanon case study found evidence of this. Within the Manara Network, one of the CSO partners had been selected by the members to function as a secretariat, and the commitment expressed by the Lebanese CSOs appeared high.

The regional work in Southeast Asia was perceived to be *dependent* on the strategic support from regional SCS advisor and SCI country offices. SC initially had a leading role in promoting child rights work at the regional level. However, the level of engagement in the region on CRC has been low and SC members have been pushing both human rights organisations and child rights organisation to engage in advocacy work towards ASEAN. SCI is an actor itself, at the regional level, but also supports the partner organisations (16) in seven countries of Southeast Asia to engage in the regional CSO-platforms. The time limitation in the field study did not allow any in-

depth discussions on the matter of ownership and agency of partner organisations at the regional level. The discussion with SCS did, however, reveal that efforts were made to boost partners and avoid to occupy coordinating positions.

4 Coherence with the CSO-strategy

This section looks at aspects that relate to SCS's responsibilities to the CSO partners, i.e. responsibilities according to the conditions stipulated in the CSO-strategy. Special attention will be paid to mechanisms for transparency and accountability, as to the division of roles within the partnership. Alignment with the aid effectiveness agenda is also briefly discussed. Finally, there is a section on SCS's approaches to development cooperation in conflict settings. This section partly relates to the instructions regarding the CSO-appropriation, but is mainly introduced to answer the special evaluation questions raised in the ToR.

4.1 RIGHTS-BASED PARTNERSHIP

The rights-based approach (RBA), according to Sida, has four central principles: accountability, transparency, participation and non-discrimination. The grantees of the CSO-strategy are expected to strengthen citizens' voices through their support to civil society, but also to embrace RBA-principles in *how* they provide services and/or channel the collective voice of rights-holders.

In the previous section the report relates to achieved/unachieved outcomes with regard to child rights legislation, attitudes and behaviour among duty-bearers (including teachers and parents), CSOs and the addressed populations and groups. In this section we will focus on the internal and process-oriented aspects of RBA, i.e. how SCS and the SCI country offices *walk the talk*.

Child-rights programming and the focus on the real and influential participation of children in planning, implementing and monitoring of the programme are all evidence of SCS being a partner that promotes and supports the development of the approach among partner organisations. The examples given above also provide evidence of partners being able to put the principles in practice in their work methods and approaches on how children are involved in programmes and projects.

During the evaluated period, SCS has been much involved in organisational processes within SCI and it is too early to say how the SCI principles and guidelines on good donorship as an international CSO partner will be developed. SCS has, however, been

part of the development of recent standards on good donorship together with other Swedish CSOs, making commitments that include principles on transparency and mutual accountability.²⁴

We commit to alignment and harmonisation parting from each and every partner organisation's specific conditions²⁵

When possible we commit, in our role as a donor, to align with partner organisations' strategies and administrative systems. When this is not possible, we commit to harmonise our administrative requirements and, where desirable, harmonise our programmatic approach with other donors. We will also set clear limits ensuring reasonable requirements that are in line with the civil society's diversity and uniqueness.

We commit to process-oriented, long-term funding

We commit to, as much as possible, provide process-oriented, long-term resources for our partners' operations, capacities and organisational development including monitoring and risk management.

We commit to the principles of transparency and mutual accountability as a donor

We commit to transparency, which means that we monitor and communicate results together with our partner organisations. Our partner organisations should perceive our objectives, strategies and criteria on which we base selection of partners and funding as clear and transparent. We commit to the principle of mutual accountability, which means that we will openly reflect on power relations, challenge ourselves as donors as well as our legitimacy and be open for criticism from partners and others.

The GlobCivcap11evaluation found that definitions and methods for what is understood as partnership needed to be further developed in SCS. The evaluator also highlighted that, although a strong commitment prevailed within SCS about work with partners, there were signs that the civil society focus and the partnership issue might be weakened in the SCI process; or at least this was something that SCS staff saw as a risk for some joint SC programmes.

The Team found the following aspects of the partnership relation in need of further development:

Transparency

- Limited transparency towards partners on SCS decision-making procedures.
- Limited transparency on SCS selection criteria (country programmes/partners).
- The partner organisations have contact with the SC country office and little direct contact with SCS, which affects access to information on SCS priorities and thus the possibility to influence those priorities.
- Budget decisions on a one-year basis (based on criteria not known by the partners) create insecurity and a short-term perspective.

²⁴ A large number of Swedish CSOs (including SCS) working on development cooperation adopted in November 2010 the 8 *Istanbul CSO Development Effectiveness Principles* and added among other things a principle on good donorship containing the three cited commitments in the box above

²⁵ Ibid

Accountability

- Interviewed partner organisations said that there was a possibility to give feedback to SCI regarding the partnership at the annual partner meetings, but it was not clear how this is to be done or how SCI would follow up on partners' recommendations to SCS/SCI.
- There seemed to be no formalised mechanism for how to monitor “partnership performance” on behalf of SCS/SCI.
- Reporting back on donor relations and to different levels of the chain of actors – SCS – SC offices – partner organisations and partnering networks.

SCS informed that there is an ongoing survey with partners on their views on their cooperation with SCS. This is a step in the right direction.

Although most partner organisations have cooperated with SCS over a longer period, and some have long-term Memoranda of Understandings (MoUs) or longer formal partnership agreements, most partners have, as already mentioned, one-year project funding despite the three-year agreement between Sida Civsam and SCS. As stated in Globreg11, there seems to be a practice of “spoon feeding” partners rather than entering into long-term financial commitments. In the discussions with SCS and the SCI country offices arguments such as the “need to have flexibility to re-allocate funds”, “the government will collect tax on the whole three years even if only a year is completed” and “that the one year contracts function as a mechanism to control and assess the partners performance” were raised. Not only do one-year grants undermine sustainability and the monitoring of outcomes and sustainability, the practice is not coherent with SCS's commitment to process-oriented and long-term support.

4.2 VIBRANT AND PLURALISTIC CIVIL SOCIETY

4.2.1 Facilitator of networks and advocacy work

A key role that SCS has played in relation to its partners is promoting the “to relate” aspect of capacity development. Through partner meetings, thematic advisors working across different programmes and programmatic linkages between emergency and development work, SCS has facilitated synergies and cross-learning between projects and programmes. Above all, SCS has made a concerted effort in all regions to link partners at the local, national, regional and international levels – which take the form of workshops, partner meetings; national child rights networks, regional networks and exchange visits. SC usually plays the role of promoting, funding and, to a certain extent, leading national and local networks. The uncovered evidence suggests that the networks work well, even though networking is challenging and time-consuming for many CSOs. In the Philippines, CSOs have been involved in regional initiatives that, with the help of SC, have drawn upon lessons learnt from similar child-rights platforms in Latin America and Africa, while also learning from the strategies used by women's movement and other human rights organisations.

All the CSOs interviewed in the country case studies valued that the networking took place. In the country case studies, there was evidence of several bilateral contacts between the CSO partners. In Lebanon, the capacity assessment of the CSO partners revealed that most organisations had become highly adept at networking. Lebanese CSOs stated that SCS played a critical role in bringing CSOs together, creating ties, alliances and cooperation among them; while in the past, they did not enjoy collaborative relations and regarded each other as competitors for funds.

A second key role that SC plays in relation to its CSO partners concerns advocacy. The evaluations and country case studies reveal that SCI is a driving force, both as an actor itself and as a member of networks and coalitions. It is often chosen as a spokesperson for dialogue and coordination with government and regional bodies; it links advocacy efforts at different levels, and tends to play an instrumental role in supporting the sector in setting and moving the agenda forward (Globemerge08, Globcivcap11, MENAreg11, Globreg10).

SC plays a catalytic role in relation to advocacy. It provides financial and technical support – including tools, information and analysis – as well as platforms for strategic planning and coordination. For instance, SC has connected and facilitated its key partners in Lebanon who have recently elaborated a joint advocacy plan.

An important part of the support, according to CSOs, is the research that SC conducts to support the child rights advocacy of its partners. For instance, the research that SC supported regarding child sexual abuse in Lebanon has become the authoritative study in this field in the country. CSO partners also appreciate that SC is open to new methods, such as the recent budget tracking initiative in the Philippines.

While being a strong facilitator, the evaluation team has found that in the Philippines, SCS continues to play a somewhat implementing role in relation to CP and CRG. This is particularly visible in national and regional advocacy work on positive discipline and CRC monitoring. SCS stresses, however, that it focuses on the global level, and has become better at highlighting partners' achievements, but acknowledges that the role of child rights "spokesperson" and active facilitator sometimes occurs at the expense of the visibility of local and national child rights defenders. SCS respondents confirmed that there is room for much improvement in this area. It is furthermore an issue that the different members of SCI hold quite different views on, and it will probably continue to be a matter of discussion within SCI.

The extent to which SC plays the leading role in advocacy efforts seems to vary. In Lebanon, stakeholders perceived SC and its partners as jointly conducting advocacy work. In some areas (sexual abuse) CSO partners took the lead, while in other areas (positive discipline and social protection) SC – at least in the beginning – played a central role. In the Philippines, CSO partners described that advocacy work was undertaken jointly, but that external stakeholders perceived efforts to be SC's while CSO partners were "invisible".

As an international CSO supporting the development of national civil societies, the reflection on the division of roles and responsibilities is important. Without doubt an actor like SCI has greater possibility to be heard by regional bodies and national governmental structures. There might be cases where it makes sense that SCI takes an instrumental role in pushing certain issues forward. In general, however, and according to the Swedish CSO strategy, the focus should rather be on playing a facilitating role and contributing to ensuring that local, national and regional CSOs take the lead in advocacy work. The field study in the Philippines gave reason to question if sufficient effort has been made in strengthening the visibility of partner CSOs.

4.2.2 Diversified civil societies

SCS and other SC members play an important role in promoting a vibrant and diversified civil society that not only addresses child rights issues, but also takes into account children's analyses, proposals for change and claims on duty-bearers. As such, it is a significant contribution to the overall goal of the Swedish CSO-strategy. The Team has been able to verify the presence and influence of children, as members of child-led groups, or as an interactive and well-consulted constituency of adult child rights organisations, in both the CP and CRG programmes.

While the approach to secure child rights-holders' influence and participation is well developed, the same cannot be said for how SCS analyses how adult members' exercise influence over the agenda of the organisations that represent them (or refer to them as target groups). Adults are rightly addressed as duty-bearers, but some of them are also adult members of partner organisations and, as such, they are/should be entitled to voice and space within the CSOs. The strategies as to how to ensure the participation of adults are not salient in the documents and were not an issue raised by SC staff. A discussion on how mandate and legitimacy are constructed in all partner organisations is lacking, including analysis of the space that both child and adult rights-holders and members can claim within civil society organisations.

The partner groups in Lebanon and the Philippines consist of a broad range and different levels of civil society actors, including social movements, informal groups (adult and child groups), child-led organisations, CBOs and non-member and member-based NGOs. Several of the partner organisations are also members of national and regional networks that receive support from SCS. Partner organisations in the Philippines represented local civil society across the country. The programme portfolios include activity-oriented projects (sometimes led by SCI), awareness raising, communication, advocacy and monitoring projects aiming at long-term changes as well as programmes in coordination with national and local advocacy networks. All in all, it can be concluded that the selection of partners and supported initiatives contribute to the development of a pluralistic civil organisation for child rights in the two countries.

SCS, together with other Scandinavian SCs, are known for emphasising the importance of civil society and thereby take partnerships serious. Meanwhile, some of the other members of SCI emphasise “getting the job done” as quickly as possible, which tends to entail direct implementation. The discussion on the differences in approaches and perspectives within SCI is something that SCS is heavily involved in, as well as putting effort into influencing the development of SCI civil society policy.

There is still room for improvement in how SCS presents different partner organisations and their work in documents. For an external reader, it is difficult to get an overview of the partner organisations and how SCS cooperates with them. The reviewed reports do not present any contextual civil society analysis where programmes are supported or how CSOs address different child rights issues. Strengths and challenges of the different kinds of CSOs are not discussed, and it is difficult to understand how partners and country programmes have been chosen. Though organisational and capacity developing plans are best presented in country-level plans and reports, a general description on the OCD strategies to strengthen civil societies where SCS operates is lacking.

4.2.3 Aid effectiveness

SCS claims that the development from being a member of the SC Alliance and the unified process towards the establishment of international Save the Children is coherent with the Aid Effectiveness agenda. In the case of the Ivory Coast in West Africa, the process has managed to merge the different member profiles and strategies into *one* SC voice in the country. SCI now covers all parts of the country which has allowed for a highly strategic approach to the current humanitarian crisis.²⁶ These kinds of effects could also be observed during the field visit to the Philippines where stakeholders confirmed that it was easier and much clearer to deal with one SC. In Lebanon, SCS was virtually the only full-time SC member present. However, having a SCI office is allowing a more comprehensive approach to the Syrian refugee crisis since the different members can channel their human and financial resources through the same office.

While there are great possibilities to promote synergetic effects among the different approaches and thematic programmes of the different SC members in the new setup, the harmonisation of systems and guidelines might also favour the rather short-term results agenda that permeates much of current development cooperation. It seems that there might be less room for SCS to take a more progressive stand in relation to a

²⁶ Interview with SCS, 28-08-2012

process-oriented monitoring of outcomes. On the other hand, SCS has an opportunity to persuade other members within SCI of the benefits of a strong civil society focus. The reflection of international CSOs on their role also as donors is something that CSOs in the south have been pushing for within the Open Forum²⁷ process that is related to the aid effectiveness agenda.

4.2.4 Approach in Conflict Settings

In the interviews with SCS it was declared that the tools for conflict analysis and the conflict-sensitive programme need to be further developed. While there has been a lot of progress to manage internal risk at organisational levels within SCS and SCI offices (with well-developed guidelines and rather demanding routines for reflection and analysis), the external risk analysis has not been equally developed. There is no institutionalised approach to do-no-harm or similar methods, and the country offices depend highly on the analytical skills and in-depth knowledge of the existing staff when it comes to assessing risks and how to manage different kinds of conflicts. It was said to be an area for improvement within the coming programme period.

SCS commissioned an independent global evaluation of CSOs in emergency settings in 2009. The evaluation noted that in conflict settings it is essential to have a crystal clear political understanding that looks beyond an organisation's general aim and thoroughly investigates political/social alignments before initiating work with civil society.

In such situations, having a long-standing country programme is an advantage. In Lebanon it found that the Nahr el Bared partners were not keen on SCS opening up any kind of dialogue with the Lebanese government. It therefore recommended that "SCS have clear-sighted analysis of the potential impact that working with civil society can have on its non-political, neutral and impartial stance."

The evaluator discussed SC's approach in conflict situations and whether it has sufficient tools and practices to ensure a do-no-harm approach with SC staff and partners. Given the past history of conflict in Lebanon, Lebanese staff members have the advantage of being able to understand sensitivities, judge nuances and continually assess potentially conflicting situations.

In Lebanon, SC itself is recognised as impartial and is accepted by all parties and is regarded as ethical in its approach. SC in Lebanon does not have a system of formal-

²⁷ <http://www.cso-effectiveness.org>

ised conflict consequence analyses. Nevertheless, it applies the following approaches to mitigating “doing harm” and promoting peace-building:

- SC has a number of selection criteria that it has developed for CSO partners. This includes formally and informally assessing the organisation’s possible political, religious and other affiliations, and studying the networking relations that it has.
- SC selects partners that aim to be, and are perceived as, impartial, non-religious and non-political. External stakeholders mentioned that SC partners are strongly identified in this manner.
- With regard to support to refugees, SC has been systematic in providing support to vulnerable groups in the host community. This has proven to be an important advantage for SC (compared to some other humanitarian organisations) in relation to the current Syrian refugee crisis.
- SC and many of its partners apply the principles of a rights-based approach – with focus on inclusion, participation and non-discrimination. They have found this to be effective in promoting peace-building and avoiding potentially conflict-creating situations.
- Key staff members are vetted through SCI using international data bases.

Some of the work of CSO partners that SC supports in Lebanon specifically focuses on building peace. Some examples are the following:

- SC’s partner SAWA applies a rights-based approach. It has found this approach very useful, particularly in establishing itself as an impartial actor in the community. SAWA works in a town with many Syrian refugees that is considered a stronghold of Hezbollah, and also has a sizable Christian community. The town is considered prone to conflict and is a “no-go” area for UN staff. SC’s partner is able to work in the area, interact successfully with all groups, other NGOs and the municipal government. It says it is recognised as a mediator in the community and the rights-based approach has been very useful in this. It has never been questioned or accused of being partial. On the contrary, municipal officials have congratulated them and recognised that they are able to undertake inclusive activities that the municipal government is unable to do because of societal divides.
- MSL’s work with youth to build peace. After the conflict in 2008-2009, MSL targeted youth in neighbourhoods that are prone to sectarian violence and in which youth are often manipulated during elections. They sensitised them to child rights and conflict resolution, and gave them skills in how to talk to “the other”. MSL brings together youth from different neighbourhoods to promote understanding.

The field study in the Philippines only included secondary sources to assess how conflict analysis is done; a visit to Mindanao was not possible given the short time frame of the field study and the security situation. SCI staff stated that they do assess the context from a conflict and risk perspective, including experience and knowledge from emergency work. The approach to the child protection system is being implemented, using a holistic approach to how emergencies and conflict impact the situation, vulnerability and the rights of children. ECHO and partners confirmed that SCI

gives rapid response to crises, works through local actors and has a long-term approach to the crisis situation where the rights of the children are at the centre. There was no data shared on special measures or do-no-harm approaches in the interviews. The annual reports do not provide any information on how conflict analysis and risk assessments are done.

5 Conclusions and Lessons Learnt

5.1 EFFECTIVENESS

- *Changes in policies and practice affecting children's rights*

From working with positive disciplining approaches and the raising of awareness of child rights at the community level with caregivers, community leaders and schools; to advocating at the national level; SC is establishing a momentum and is gradually changing perspectives, attitudes and behaviour.

The Team encountered several individuals who, as a result of SC's efforts, have changed their behaviour and practices. When these changes have involved staff of partner organisations, these changes have had a bearing on the approaches and methods used by the organisations. SCS has also directly affected change in organisational policies and practices among partners. A key factor that has supported these changes is the high quality of materials and tools produced by SC, and the skills and expertise of SCI staff.

Through its support to partner organisations, SCS has also contributed to significant policy changes. All interviews with stakeholders confirmed the instrumental role that Save the Children has played in advancing the child rights agenda.

- *Changes in children's and young people's participation and active citizenship*

SC's world leading expertise in child participation has been confirmed by earlier evaluations. SC continuously develops its approaches to child participation and how to integrate children's voices in advocacy work and the monitoring of the CRC. Findings in this study corroborate this picture.

The direct partnership with child-led organisations and groups enforces children's position in the civil society at large and within the child rights organisations and networks. It has a direct impact on the quality and legitimacy of the advocacy work of partner organisations and secures that children's voices are heard and addressed.

Huge challenges persist in achieving systematic behaviour changes among duty-bearers within governmental structures, public health system, educational institutions and the public at large, to allow children and young people to fully exercise active citizenship. There is a risk that the time and resource-consuming processes that are needed for real and meaningful child participation do not produce *measurable results* soon enough for the prevailing results-driven development agenda, in which "quick fixes" are favoured over the long-term processes that SC promotes.

- *Changes in equity and non-discrimination of children*

Gender equality awareness is relatively strong within SC, but despite this, global policy on gender equality does not have a central place in daily work. Staff members confirmed that gender analysis could be developed further and be made more visible in decisions and strategies. There are however both basic and more ground-breaking practises in place (such as sex-disaggregated data and focus on gender stereotypes regarding masculinity in relation to parenting and the violent situation that many boys find themselves in).

The focus on children from poor families was evident both in development work and in the overall approach to emergencies. While children living with disabilities are regarded as a prioritised group, there was generally little evidence of a disability perspective. The consciousness on the situation of ethnic and/or religious minorities (including stateless children) was deemed as high, as was awareness of the special situation of children of migrant workers and the rights of children on the move.

- *Changes in the capacity of civil society and communities to support children's rights.*

Organisational and capacity development has been a central aspect of SC's support to CSO partners. Capacity building has included technical/thematic and policy development, skills to linkage with the external environment and internal organisational functioning.

The country case studies found that CSO partners showed a solid basic understanding of child rights concepts and that core partners were relatively advanced in systematically applying child rights programming approaches.

The gathered data suggests that SCS's capacity development support is regarded as useful by the CSO partners and that the SC approach to capacity building is appreciated as flexible, pragmatic and partner-centred.

Nevertheless, strategies to institutionalise knowledge could be improved, and the monitoring of learning and organisational development processes is not systematised. In fact, discussions with SCS management revealed that the current PME system does not address process goals. As a result, reports tend to be activity-focused as opposed to providing analysis of changes in organisations. This potentially undermines the possibility to draw lessons for future support to CSO partners.

While the balance between technical/thematic training and organisational capacity development has been raised as an issue by Sida, the recent evidence gathered from the case studies in Lebanon and the Philippines reveals that significant progress has been made.

5.2 SUSTAINABILITY

SCS has supported the organisational and financial sustainability of CSO partners by building capacity and facilitating relations with new donors. Partner CSOs generally enjoy respectful and collaborative relationships with SC country offices and have a good measure of ownership of their projects. Ownership would be strengthened if SCS engaged in longer-term programme or core funding arrangements with its partners. The CSO-appropriation provides Swedish CSOs with a great opportunity to provide core or programme support (rather than financing projects), but SCS is not making the most of the Sida grant to engage in multi-year agreements with CSO partners. Clear criteria for exiting would also enhance organisational sustainability.

SCS has been relatively successful in creating a base for sustainable child rights movements at the country level by supporting partner organisations to build networks, establish coalitions, undertake joint initiatives and engage with duty-bearers in both structured and informal ways. Sustainable results have been achieved by gaining commitment from duty-bearers in local government, authorities, schools, coordinating councils and legislative bodies to positive discipline, child inclusive/participatory practices and inclusive social protection systems.

While the presence of international child rights organisations is crucial for moving the child rights agenda forward, care has to be taken not to undermine the sustainability of domestic actors who must take the lead in advocating for social change and justice for children.

SCS's regional efforts – while often very important, worthy and effective – tend to have greater difficulties in achieving sustainability and sufficient. This is consistent with other regional initiatives in development cooperation that typically require more capacity, greater resources and offer fewer prospects for immediate results with direct benefits. Nevertheless, evidence from field studies suggests that SCS has worked to enhance ownership and the sustainability of efforts at this level.

5.3 ALIGNMENT WITH THE CSO-STRATEGY

- SCS's role and reported outcomes in relation to the overall objective of the CSO policy: *a vibrant and pluralistic civil society in developing countries that, using a rights-based approach, contributes effectively to reducing poverty in all its dimensions. In order to achieve the objective, Sida must, in its support through Swedish CSOs, focus on the roles of civil society as collective voices and organisers of services.*

Through thematic programmes, SCS supports a broad range of civil society actors, with several of them led by children and young adults. The partners represent both child rights organisations and CSOs working on human rights in a wider sense. For both these categories, SCS, as a donor and a partner, contributes to a deepened under-

standing of what child participation can and should be, the meaning of positive discipline and how CRG can be promoted both within civil society and as a claim towards duty-bearers. As such, SCS is contributing to a pluralistic civil society at the national and regional levels that also includes the active and meaningful participation of children.

The strong focus on advocacy of SC, both as an actor itself and through support to the advocacy work of partners, is showing results. There has been considerable progress in the legal reform processes, public awareness and also changed behaviour particularly with regard to corporal punishment (but also in several other areas of abuse against children) where SCS has supported CP and CRG programmes. The evaluation can affirm changed behaviour among adults in CSO, targeted adult groups, teachers and among the children themselves. Within the CP and CRG, focus has been on the role of partners as a collective voice for the rights of children.

The emphasis on voice, participation and a life without abuse and violence of the targeted children must be considered as a significant contribution to poverty reduction.

- SCS's role and partnership cooperation in relation to the specific objective 1 of the CSO-strategy: *Capacity development: Enhanced capacity of civil society actors in developing countries to apply a rights-based approach in their roles as collective voices and organisers of services.*

The findings support the conclusion that SCS, through its financial and technical support, has increased the capacities of partner organisations in both the area of RBA and in child rights programming, including analytic skills on CP and CRG, as well as in project management and organisational development issues. Training and tailor-made support are found to be practical and fit for purpose. Methods and tools developed by SCS and other members of SCI are useful and widely spread also to duty-bearers. SCS also supports the partner organisations' participation in networks and coalitions at the local, national and regional levels. Direct financial support to the coordination of some of these networks is also provided. This is another method that was found to enable partner organisations to share lessons learned, to learn from the experiences of others and to develop new skills together with other CSO actors. The support to child rights networks is assessed to be a strategic and highly relevant method to operationalise the CSO-strategy.

- SCS's role and partnership cooperation in relation to the specific objective 2 of the CSO-strategy: *Democratisation and human rights within all sectors: Enhanced democratisation and increased respect for the human rights of poor and discriminated people.*

The CP and CRG programmes are found to contribute to democratic development and increased respect for human rights with regard to:

1. children's rights to participate in social processes, influence over matters that concern them and their possibilities to exercise active citizenship; and
2. how children's security and physical and psychological integrity are protected through the actions of SCS and partner organisations.

The identified changes were assessed to be primarily the result of partner organisations' awareness raising and advocacy work, but also a consequence of the monitoring of duty-bearers behaviour and policy compliance. In some cases the direct intervention of SCI was assessed to have contributed to changed behaviour among duty-bearers in favour of children's rights. Also see the conclusions on Effectiveness above.

- SCS's application of Aid Effectiveness:

SCS/SCI applies the SCI format and system for project proposals, reports and monitoring and does not adapt to M&E systems of partner organisations. Partners are supposed to report on the global indicators formulated by SCI. It should be said that partner organisations found the system functional and rather easy to handle.

SCS/SCI has short-term agreements with many of its partner organisations, normally approving one year budgets. With some partners there are more long-term MoU and/or formal multi-year agreements. The practice varies between different country programmes and regions. The lack of secured finance for more than a year creates uncertainty for the partner organisations and might disable long-term strategies and reporting at the outcome level.

The interviewed partner organisations showed clear ownership and shared values with SC. Certain dependency on the leading role of SC was noted.

The SCI process where different SC member organisations now operate as one organisation is well aligned with the aid effectiveness agenda enabling civil society actors and duty-bearers to have one strong dialogue partner.

- SCS's role and partnership cooperation in relation to CS different potentials:

SCS enables civil society participation in the monitoring of UN CRC at the national and regional levels.

SCS enables the civil society voicing of alternative child rights policies, including demands raised by children.

SCS enables civil society to educate duty-bearers on CRC, positive discipline, child protection systems and RBA with a strong child rights perspective.

SC is an important dialogue partners on child rights, and is facilitating the advocacy work of the partnering organisations and networks. SC could, however, further strengthen the position and visibility of its partners in local and national civil society.

5.4 MONITORING RESULTS

The Team found that the lack of analysis in SCS documents (applications and reports) on the challenges and potential of civil societies where SCS supports programmes makes it difficult to assess the relevance of how CSOs are supported. It is equally difficult to assess if the choices of country programmes and partner organisations are based on an analysis of where the strategic role and added value of SCS are used to their full potential. No selection criteria are discussed for the large number of countries that received SCS support (over 40 countries, the 13 core countries included). A more stringent approach to the support to civil society that defends and promotes child rights would be expected of an organisation of SCS' size.

There is room for much improvement with regard to baseline studies on:

- the strengths and weaknesses of the civil society to be supported, both as a movement and as individual organisations; and
- the different needs of capacity and organisational development among partner CSOs and how partner organisations can complement each other.

While it is true that the evaluation found many examples of relevant and appreciated capacity building, there was little or no evidence of how these efforts contributed to the development of stronger, more democratic and effective civil society organisations. There were simply no monitoring mechanisms in place to follow up on the outcomes of training and similar events.

Considerable progress has been made in the area of M&E but there is still much that can be improved regarding how the systems are put into practice. The overall most critical part of the current reporting system is that the SCS documents only reflect, to a small extent, the outcome level of partner organisation's work. The team has found that the account of achievement at the programme level in the global report to Sida Civsam does not do the partners or SCI country offices justice. The field studies, the meta-study and the review of country and partner reports reveal significant processes of change that have not been captured in the report to Sida. Summarising such a broad programme as the SCS International Programme in the restrictive format of a Sida report constitutes a real challenge. The team assesses, however, that it still would be possible to further highlight the efforts of the partner organisations through another layout of the report. Different types of outcomes could, for example, be clustered together, and representative in-depth examples of positive changes could be showcased with references to similar results achieved in other countries or areas.

6 Recommendations

Recommendations to Save the Children Sweden

The Team recommends the following to SCS:

Civil society and partnerships:

1. When possible, SCS should develop more **long-term partnership agreements** that include programme and/or core funding.
2. SCS should continue to support child rights networks and joint advocacy initiatives. In this process, SCS should ensure that it is foremost the local and national **CSOs are visible** to duty-bearers at different levels.
3. In its applications and reports, SCS should develop **contextual analyses of civil society** in programme countries. It should analyse the characteristics of civil society, and identify challenges and opportunities both within civil society and in relation to supporting CSOs. These analyses should, to the extent possible, draw on already-existing analyses.
4. SCS should ensure a strategic focus and a systematic approach to achieving and managing the results generated by the organisational capacity development of CSOs. This would involve ensuring that country offices undertake periodic organisational capacity development assessments of partner CSOs (the organisational capacity development assessment in Lebanon offers a good practice example), develop clear strategies on how to further strengthen its partners, elaborate its monitoring systems and establish indicators to OCD measure results. It would also entail the systematic sharing of locally produced tools and manuals among programmes, countries and regions.
5. In relation to its partnerships with CSOs, SCS should consider the “**good donor-ship agenda**”. It should develop mechanisms that allow mutual accountability and increased transparency within the partnerships throughout the process of partner dialogue (prior, during and after cooperation).

Perspectives and specific rights:

6. SCS should ensure that the **rights of children** with disabilities are mainstreamed in all of its programmes and approaches. In this effort, it should consider seeking alliances, or further develop existing ones, with organisations representing children living with disabilities.
7. SCS should further **visibly mainstream gender equality** perspectives in strategies, priorities and analyses of civil society.
8. Save the Children should draw on its successes of promoting **sexual health and reproductive rights** to further voice the right of adolescent boys and girls to comprehensive sex education and access to contraceptives by incorporating these issues into the CP and CRG programmes.

Management for results:

9. To ensure that reporting to Sida Civsam documents longer-term results satisfactorily, SCS should introduce more **long-term reporting cycles** so that outcome level achievements of partner organisations are adequately captured.
10. SCS should ensure that its monitoring system adequately captures its **rights-based process goals** – namely participation, non-discrimination, accountability and transparency. This would entail developing indicators for process goals.
11. To capture how the child rights organisations are strengthened through their partnership with SCS, process indicators should be developed for the organisational and capacity development of the partner organisations, as well as regarding their ability to network and formulate common strategies with other actors.
12. SCS's report to Sida should further highlight the outcomes of the partner organisations work and SCS may consider another layout to allow for a primary focus on the achievements of the partners and processes of change that they have contributed to.
13. SCS should **explore the outcome mapping** approach and toolbox as an alternative or complementary means of more accurately monitoring and reporting changes in behaviour, actions, practices and relationships that SCS and its partners contribute to.

Recommendation to Sida and SCS

Sida Civsam normally commissions an evaluation of Swedish civil society organisations that receive funds from the CSO-appropriation every four years during the so-called bridge year. As a recipient of a sizeable Sida grant, SCS's international programme is extensive both in its geographic and thematic scope. It involves several levels, forms and types of partnerships with many different kinds of partner organisations. The last two Sida evaluations of SCS have had relatively narrow scopes and consisted of only two brief country case studies each. Meanwhile, the reviews and evaluations undertaken by SCS between 2009 and 2011 do not have sufficient thematic or geographic coverage to provide a comprehensive understanding of the depth and breadth of SCS's work.

To promote learning and accountability, Sida Civsam and SCS should consider commissioning a comprehensive in-depth evaluation in 2015. Planning for such an evaluation should begin several years in advance of close collaboration with country offices. To be true to Sida's and SCS's commitment to rights-based principles, the evaluation should aim to be highly participatory, in which partner CSOs and children themselves are involved in the scoping, devising, planning and implementation of the evaluation. Since this requires a long planning process, it is recommended that a pre-study for the ToR commence at least 18 months in advance of actual evaluation.

7 Annexes

7.1 INTERVIEWS

Interviews with Save the Children Sweden

Hanna Abrahamsson, Business Controller, Administrative Department
Anniken Elisson Tydén, Programme Director, International Programme Department
Anna Grauers Fischer, Grant Manager (the Philippines)
Eva Geidenmark, Director, Section for Thematic Support, International Programme Department
Malin Hansson, Key Account Manager (Sida), International Programme Department
Sara Johansson, Senior Thematic advisor Child Protection, Section for Thematic Support, International Programme Department
Maja Permerup, Grant Manager (Sida), International Programme Department
Ulf Rickardsson, Deputy Programme Director, International Programme Department (former M&E manager)
Svante Sandberg, Senior Advisor, Office of the Programme Director, International Programme Department
Ylva Sperling, Head of Unit of Child Protection, Section for Thematic Support, International Programme Department
Tove Strömberg, Director of Planning and Reporting, Office of the Secretary General

Interviews Sida

Begoña Birath-Barrientos, Programme Manager for SCS, Sida Civsam
Camilla Lindström, Sida (former Programme Manager for SCS, Sida SEKA)
Helena Lagerlöf, Sida

Interviewed persons in Lebanon

Ruba Khoury, Country Director SCI
Ghassan Akkary, SCI
Rindala Berro, SCI
Miled Abou Jaoude, SCI
Pierre Wanna, SCI
Suleiman Hatoum, SCI
Fayrouz Salameh, Mouvement Social
Fatmeh, Mouvement Social
Yassmine Ahmad, LAY
Zaki Rifai and colleagues, SAWA
Ghida Anani, Abaad
Maria Semaan, Kafa
Olfat Mahmoud, PWHO
Raed Attaya, Naba'a
Yasser Daoud, Naba'a
Abir Abi Khalil, UNICEF
Elie Mekhael, Highre Coucil of Childhood
Boys at the community centre in Shiyah

Children at the Baalbek SAWA community center
 UN Protection Cluster Coordination Meeting, Zahle (chaired by UNHCR)
 UN Education Cluster Coordination Meeting, Zahle (chaired by UNICEF)

Interviewed persons in the Philippines

Anna Lindenfors, Country Director, SCI
 Cecille Francisco, Director of Program Implementation, SCI
 Rowena Cordero, Director of Program Development and Quality, SCI
 Wilma Bañaga, Child Protection Advisor, SCI
 Minerva “Bi” Cabiles, Child Rights Governance Advisor, SCI
 Shiela Carreon, C2C Project Officer, SCI
 Ramel Sangalang, Learning and Impact Manager, SCI
 Eva Maria Cayanan, SC Sweden Regional Advisor on Child Rights Governance, SCI

Partner organisations to SCI working on CP and/or CRG

Clent Rubi, 17 (Male) AYM
 Mary Rose Ibay, 17 (Female) AYM
 Shierlyn Joy Amante 17 (Female) AYM
 Jecelyn Romatico, 21 (Female) Young person supporting AYM
 Aries Gonzaga, 20 (Male) Young person supporting AYM
 Rhinslen Pongan, 17 (Female) CYO
 Thalea Marie Manacho, 16 (Female) CYO
 Rodinah Pongan 18 Female Young person supporting CYO
 Hanna Mae Dela Cruz 15 (Female) AKKAP
 Jaybee Manacho, 19 (Male) Young person supporting CYO
 Dexter Caculba, 18 (Male) Young person supporting CYO
 Justin Mark Daguno, 14 (Male) AKKAP
 Mona Marie Galacia, 18 (Female) Young person supporting AKKAP
 Jastine Tenorio, 19 (Female) Young person supporting AKKAP
 Jayvee Datoy, 16 (Male) YMETCO
 Lenie Enti, 17 (Female) YMETCO

Staff and Community Partners of ZOTO, Silang, Cavite:

Rodelio, “Butch” S. Ablir, Ex. Director, ZOTO
 Dennis I. Velasco, Program Coordinator, Child Protection and CRG
 Ariel Bibit, Project Officer for Child Protection and Civil Society
 Michael T. Ocava, Program Officer for Child Protection and CRC monitoring
 Marielle Mariano, Project Officer for Child Protection and CRC monitoring
 Maria Cristina Reddique, Project Officer for Child Protection and CRC monitoring,
 Members of AYM; Adult support group representing 11 Barangays (neighbourhood) in the
 Municipality of Cavite
 Janet Carandang, Secretariat, Social Watch Philippines – Alternative Budget Initiative (SWP-ABI)
 Marivic Raquiza, ABI Social Protection Cluster Convenor
 Mercy Fabros, WomanHealth Philippines, ABI Health Cluster Convenor
 Ernesto Almocera, Jr., Program Manager, Philippine Legislators’ Committee on Population and Development (PLCPD - Secretariat of Child Rights Network)
 Angelica Ramirez, National Advocacy Officer, Philippine Legislators’ Committee on Population and Development (PLCPD - Secretariat of Child Rights Network)
 May Baez, NGO Coalition
 Gemma Marin, Executive Director Secretariat John J. Carroll Institute of Church and Social Issues (JJCICSI – Secretariat of the Philippine NGO Coalition on the UN CRC)

Ma. Victoria “Bing” Diaz, Project Officer, Secretariat John J. Carroll Institute of Church and Social Issues (JJCICSI – Secretariat of the Philippine NGO Coalition on the UN CRC)

Duty-bearers

Elena S. Caraballo, Deputy Executive Director, Council for the Welfare of Children
Jing Domingo- Sumalpong, Committee Secretary, Representatives Committee on the Welfare of Children

Atty. Suzette T. Gannaban-Medina, Executive Assistant to the Undersecretary for Legal and Legislative Affairs, Department of Education

Other donors to SCI (emergency work and education)

Arlynn Aquino, Program Officer, ECHO, European Commission
Robert Burch, Chief of Education Section, USAID

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- Training Manual on Child Rights and Child Protection for UNIFIL Peacekeepers, SCS Lebanon, June 2011

Partner specific documents The Philippines

- Project proposal 2011, 2012: Educating and Capacitating Local Communities to Strengthen Social Response to Children's Rights and the Juvenile Justice and Welfare Law, Iloilo Juvenile Welfare Foundation (IJWF), Inc.
- Narrative reports IJWF: June 2011; Jul-Sep 2011; Oct-Dec 2011; Jan-Mar 2012, Apr-Jun 2012
- Project proposal 2010: SUPPORTING CIVIL SOCIETY INITIATIVES IN PROMOTING AND MONITORING THE UN CONVENTION ON THE RIGHTS OF THE CHILD, John J. Carroll Institute on Church and Social Issues (JJCICSI)
- Project proposal 2011: A Systematized Monitoring of the Implementation of the UN CRC and the Concluding Observations by the Civil Society, John J. Carroll Institute on Church and Social Issues (JJCICSI)
- Project proposal 2012: Engaging the Civil Society and Highlighting the Participation Of Children in the Monitoring of the Implementation of the Convention on the Rights of the Child, John J. Carroll Institute on Church and Social Issues (JJCICSI)
- Narrative reports JJCICSI: Aug-Dec 2010; Jan-Mar 2011, Apr-Jun 2011; Jul-Sep 2011; Oct-Dec 2011; Jan-Mar 2012
- Project proposal 2008-2010: Mobilizing Legislative Support and Increasing Public Awareness in Advancing Child-Friendly Policies at the National Level, Child Rights Network (CRN)/Philippine Legislators' Committee on Population and Development Foundation, Inc. (PLCPD)
- Project proposal 2010, 2011: Working for a Violence-free Environment for Children Project (WAVE for Children Project), Child Rights Network (CRN)/Philippine Legislators' Committee on Population and Development Foundation, Inc. (PLCPD)
- Project proposal 2012: Strengthening Policy Environment on Child Protection, Child Rights Network (CRN)/Philippine Legislators' Committee on Population and Development Foundation, Inc. (PLCPD)
- Narrative reports PLCD: Dec 2008 – Mar 2009; Jan-Mar 2010; Year- End 2010; Jan-Jun 2011, Jun-Sep 2011, Oct-Dec 2011, Jan-Mar 2012 (all including attachment)

- Project proposal 2009-2011/2010/2011: Strengthening Child Protection and Participation Standards and Practices in Organizations and Communities, Samahan ng Mamamayan – Zone One Tondo, Inc. (ZOTO)
- Project proposal 2012: Community-based to City/Municipal Level Child Protection System and Child's Rights Governance Program, Samahan ng Mamamayan – Zone One Tondo, Inc. (ZOTO)
- Narrative reports ZOTO: Jan-Dec 2009; Jan-Dec 2010; Jan-Dec 2011; Jan-Mar 2012, Apr-Jun 2012

7.3 EVALUATION FRAMEWORK

Evaluation questions	Indicators
Effectiveness - Results	
To what extent are SCSs interventions effective in terms of achieving objectives stipulated in applications and reports in relation to the CSO-Strategy and its goals?	Evidence of achieving desired outcomes through SCS's strategies and methods Evidence of strengthened civil society/CSO child rights defenders as collective voice in their claims and monitoring of accountability. Evidence of outcomes that has enabled space and influence of children.
To what extent does SCS present results at outcome level (and impact <i>if possible</i>) as compared to those anticipated in the program documents, applications and reports. To what extent is there evidence of SCS and/or local partners work with having contributed to children's living conditions?	Nature of outcome results achieved Nature of outcome results not achieved Outcomes related to the ToC and processes of change
Effectiveness of Implementation Process	
How do SCS implement the rights perspective based on the four principles <i>participation, non-discrimination, transparency, and accountability</i> with local partners?	1. The extent to which human rights principles have been promoted during the implementation process • Participation and inclusion • Equality and non-discrimination • Accountability • Transparency
What is the added value of SCS in relation to local partners?	1. To what extent does SCS: • Provide advice and support on child rights programming issues; • Provide technical advice and support to projects; • Provide organisational capacity building with partners, • Facilitate synergies and cross learning within and between programmes; • Facilitate networking between partners and between local, national, regional and international levels; • Contribute to agenda setting • Link advocacy on different levels; producing or disseminating research; • Contribute with capacity building among duty-bearers. • Develop tools and methodologies
What is the role of SCS in comparison to local partners regarding advocacy work?	1. Evidence of role(s) played by SCS in relation to: • Type of partner • Type of advocacy work • Type of socio-political environment
How does SCS work in conflict and post-conflict countries? What methods of analysis does SCS use? Do and how does SCS work with do-no-harm?	• Evidence of methods of conflict analysis • Evidence of conflict sensitive M&E • Evidence of special measures and do-no-harm approach

Impact	
How have SCS and/or local partners work with advocacy contributed to improve children's living conditions? <u>Reformulate</u> : to what extent is there evidence of SCS and/or local partners work with advocacy having contributed to achievements?	• Evidence of outcomes from monitoring child rights mechanisms • Evidence of SCS/partner driven advocacy processes <u>contributing</u> to changes in behaviours, actions, relations.
Sustainability	
Are SCSs interventions, in relation to the CSO-Strategy and its sub-goals, sustainable?	Evidence of SCS's support contributing: a) to strengthening the capacity development of partners in <i>applying a rights-based approach in their roles as collective voices and organisers of services</i> b) <i>to supporting the r work of partners in enhancing democratisation (international and possibly within child rights defending civil society) and increased respect for the human rights of poor and discriminated children.</i>
What is the level of ownership of the interventions among partners? Has the support contributed to organisational sustainability among partners?	1. The extent to which organisational and technical capacity has been built 2. The extent to which capacity built will be retained 3. The extent to which support from other donors has been secured 4. Diversity of funding (over time) 5. The extent to which partners can generate income 6. The extent to which the network has the financial capacity to maintain benefits achieved 7. The quality and relevance of the exit strategy
Relevance	
To what extent are SCS interventions relevant to sustainable poverty reduction?	1. Evidence of SCS interventions contributing to child rights legislation and legal mechanisms, including child friendly, non-discriminatory approaches of official institutions, as conditions for improved situation of and increased respect for children living in poverty 2. Evidence of SCS interventions contributing to awareness and long-term behaviour changes regarding child rights 3. Evidence of SCS interventions contributing to decrease in abuse of children (local and/or national level), particularly of children living in poverty.
To what extent is SCS's support relevant to the priorities and effective demands of partners?	1. The extent to which the support has addressed needs such as: • Improving organisational capacity • Training needs • Networking needs • Equipment and facility needs • Financial needs • Outreach/public relations needs

7.4 SCS OVERALL GOALS FOR 2009-2011

From the Save the Children Sweden Application to Sida 2009-2011

Changes in policies and practice affecting children's rights

SCS, together with its partners, will work to influence governments and public authorities at national, provincial and local levels to be more aware of, and increasingly take action to live up to their obligations as primary duty bearers in programme areas where SCS and partners are working. Within the area of child protection SCS intends to continue its efforts to influence legal reform processes so that governments establish national child protection systems and prohibit violence, exploitation and abuse. SCS and its partners will target Governments and influence them to implement strategies so that:

More children have recovered from abusive experiences in countries where SCS works. Girls and boys (who are at risk of having, or who have had, their right not to be abused or exploited violated) have found alternative ways to improve their life situation in countries where SCS works. Children at risk have increased capacity to claim their rights to protection in some countries where SCS works. SCS will use its research on education, and protection, as well as the UN Study on Violence, and the UN Graca Machel study on Children Affected by Armed Conflict to inform its advocacy campaigns.

Within the area of education SCS will continue its campaign to promote children's access to quality education and collaborate with civil society to lobby various Ministries of Education around the world to improve the quality of the rights based education system and take steps to incorporate positive discipline techniques in the training of new teachers. Teachers should also be trained so that they are able to provide psycho-social support to children suffering from violence and abuse within and outside the school facilities.

SCS and its partners will also undertake capacity building efforts to encompass civil society representatives and civil servants who are in regular contact with children in their day-to-day work. This includes i.e. social workers, police, military, prison staff, and immigration officers; and health workers. The training usually relates to protection of children and realizing child rights in different situations. Much of the training conducted will be 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 juvenile offenders and cases of child sexual abuse. The military training relates to building skills on how to act and report on violations against children that have taken place. The social workers should also be capable to provide confidential advice and advocacy focusing on i.e. general consultations, advice on good parenting, assistance in custody disputes and visitation agreements, paternity acknowledgements, child support, domestic violence, corporal punishment and abuse and assistance to abandoned children.

Changes in the capacity of civil society and communities to support children's rights

The focus on the human rights of the child implies that we base our programmes on the general principles of human rights: indivisibility, accountability, universality and participation. We have a holistic approach building on the local context, identification of rights violations and root causes and responsibility of duty-bearers. SCS places a special emphasis on the right to participation, as a human right, and the right to non-discrimination. We also build the capacity of boys, girls and adults to hold duty bearers accountable for the realization of children's rights.

A strong child rights based civil society is seen as a prerequisite for successful implementation of the Convention on the Rights of the Child (CRC) and contributes to the enhancement of a culture of human rights and dignity. SCS believes that supporting civil society to promote and monitor child rights contributes not only to improvements for children but also to building more sustainable democratic societies.

In the previous planning period SCS staff and partner organisations together with a number of other stakeholders have received trainings in rights based approaches to programme work. In 2009-2012 emphasis will be placed on the operationalization of a rights-perspective in the whole programme where the support and strengthening of civil society organisations is an important part.

The follow-up of the Convention on the Rights of the Child (CRC) and the work of the CRC Committee will be high on the agenda with particular focus on supporting complementary reports together with Universal Periodic Reports and civil society monitoring how the state implement the concluding observations issued by the CRC Committee. The work with the regional human rights mechanisms will be promoted and more strongly linked and integrated to the monitoring of the CRC.

In regards to civil society, SCS needs to better understand and take into consideration the Paris agenda ie the donor harmonization of international cooperation and its effects on the national NGOs and INGOs. This also includes the impact of policies of bilateral and multilateral donors on civil society, for example the implementation of Sweden's Policy for Global Development.

Organisational capacity development of partners will be more systematic and strategic and implemented in the whole programme; in non-emergency as well as emergency situations. Further efforts will also be put into strengthening the organisational capacity of the networks as well as of children's organisations, ie organisations led by children. Organisational capacity development includes programmatic as well as organisational components such as child rights programming, advocacy techniques, grant management, fundraising and administration.

For example, in West Africa national child rights coalitions/networks in at least eight countries will actively and continuously monitor the implementation of the CRC & ACRWC and linking their advocacy work to the monitoring processes.

In Latin America national coalitions in twelve countries and one regional network will be strengthened to influence the advancement of legal and political systems based on the principles of democracy and citizen's participation. The use of regional and international human rights mechanisms will be supported to enhance the enforcement of the rights of the child at national level.

Changes in equity and non-discrimination of children

With respect to non-discrimination, efforts have primarily focused on gender issues and children with disabilities. The emphasis will shift and the right to non-discrimination will be addressed from a holistic approach. This means moving away from issue-based priorities to a more integral approach based on situation analyses and identification of root causes. By drawing the attention to situations of discrimination affecting the rights of the child to quality education and protection, SCS and partner organisations will influence governments and, when feasible, the international donor community to allocate funds for inclusive and non discriminatory education and protection systems. Furthermore, it will be a priority to demonstrate the relationship between poverty, discrimination and the non realisation of economic, social and cultural rights on children.

SCS goals on non-discrimination for the period is that policy and decision makers as well as staff of government and private institutions are aware of and work to prevent discrimination of children. Public opinion and prevailing attitudes of society at large will be influenced to the effect that there is a growing respect for children's rights to equal treatment. Children are encouraged and supported to report on any discrimination they experience. Children who have been discriminated against are heard and remedies taken. By the end of the period, work against gender discrimination in school, against gender oppression in the family and boys' and men's sexually related oppression of girls are parts of our education and protection programmes. Discrimination due to HIV/Aids is addressed in the programmes in Africa. In emergencies it is more crucial than ever to be aware of and act against discrimination as such violations tend to be even more exaggerated in emergency.

Changes in children's and young people's participation and active citizenship

There are extensive experiences in working with child participation. Tools and methods which promote child participation in the whole programme cycle have been developed. The emphasis for the coming period is to go beyond child participation being considered only as a means to being treated as a right in itself. This approach focuses on children's active citizenship and the aspect of adult support in all actions to enable children to claim their rights. It includes for example capacity building of adults on child rights and how they can create an enabling environment for child participation and advocacy efforts to influence duty bearers to include boys and girls in decision making processes.

SCS will contribute to that more girls and boys are empowered to express their own perspectives and priorities in an enabling environment and claiming their rights in our programme work: Indications of greater receptivity to and respect for children's views, especially those of disadvantaged children, could be seen in different levels in society; authorities in countries where SCS is represented more frequently recognize children as citizens and involve them in decision-making processes.²⁸

SCS will provide technical and financial support to Governments, national authorities and civil society organizations to hold consultations with children and seek their opinion on the realization/violations of their rights. It is important to note that the social contexts in countries where SCS is represented do not always easily lend themselves to children's participation. There is seldom a tradition of involving children in decisions in the community and the families. Adults' attitudes towards children remain the most formidable obstacle in promoting children's participation.

If there is limited understanding normally on the importance of involving children and youths, it tends to become even less so in an emergency. That is why SCS is refining its methods even further and why we include consultations with children and their communities already when developing emergency preparedness plans.

SCS' promotion of children's participation in society will include support to:

- *Movements* of working children and child-led organisations initiatives
- *Adult-driven efforts* aimed at establishing and supporting e.g. school-based clubs and community based children's groups, not the least in emergencies, which often are part of a larger programme effort (such as addressing child-friendly education or child protection)
- Specific children's *media initiatives* to raise the status of children and amplify the reach of children's voices
- Children's participation in *policy processes*

Changes in the lives of children

By the end of the period SCS will have contributed to that more children have received rehabilitation and/or other response services to recover from violence, exploitation and abuse and that more children have received quality education to promote life skills and learning. This will mainly be achieved through close collaboration with partner organizations and advocacy on governments to take action on behalf of children's rights.

SCS will fund partner projects which involve direct support to children. The purpose of these projects is normally to develop pilot projects and models which can be scaled up, or used by partner organizations or other civil society organizations in the promotion of child rights.

SCS is for example involved in emergency response and humanitarian assistance programmes which by necessity includes stronger elements of service delivery components based on basic needs such as food, shelter, protection, access to education, water and sanitation. Direct support can also, as in South Africa, include counselling and assistance in the investigation and legal processes for abused children, or include support to strategic litigation work. The main areas of litigation work relates to migrant

²⁸ SC interprets article 12 of the CRC to mean that children should be heard and respected and the views of that child should be taken into account and have an impact on decisions. This does not mean that children have all the answers themselves or that adults are deprived of their responsibilities for children's welfare, protection and safety. But the best interest of the child can be understood only by listening to the child.

children, children suffering from violence and abuse and children denied their rights to free schooling and/or social grants.

Other examples of direct support to children include various education and protection programmes where hundreds of thousands of children will receive education, skills training, legal aid, psycho-social support, sanitary support, and/or equipment. In effect, the direct support to child protection is more limited than education. In relation to the size and the extent of the problem, these service delivery achievements are of small scale.

7.5 SCI TRANSITION PROCESS

From SCS Final Report 2009-2011 to Sida Civsam (2012)

“The transition toward Save the Children International is in line with the Paris agenda and contributes to aid effectiveness. By aligning financial processes, planning and reporting through the transition to one Save the Children where, instead of many member organisations delivering programmes in a particular country, there is only one Save the Children organisation – brings about significant cost efficiencies in-country as well as across the rest of the organisation. This process has already started and been successful by the Core Process Harmonization of the PMER between all Save the Children national members. SCS staff and its partners subsequently adjusted to the harmonised SCI systems such as Global Indicators, Total Reach and a harmonised reporting format focusing on reporting on results and learning. It is expected that in the future the exceptional SCI operational system, that includes a global systems for Planning, Reporting, Monitoring and Evaluation, an ambitious set of Global Indicators and Advocacy Measurement Tools, an advanced Grant Management and Financial Management system, will result in a stronger management of SCS’ programs.

However, the transition still has a way to go as few of SCS programs were actually transitioned to the new structure during 2011. Except from Asia, there are still not many programme results to present at this moment. The transition is a very complex process, involving programs in some 90 countries, program budgets of US\$ 1.4 Billion and around 14 000 staff. We are prepared that the transition process runs a risk of encountering problems and difficulties, at least initially. Monitoring of progress and internal mechanisms of improving the internal process is established to minimise the impact.”

7.6 TERMS OF REFERENCE

2012-06-15

Draft Terms of Reference

Result oriented evaluation of Save the Children, Sweden's (SCS) support to Partner organisations.

1 BACKGROUND

1.1 Information about Sida

Sida works according to directives of the Swedish Parliament and Government to reduce poverty in the world. The overall goal of Swedish development cooperation is to contribute to making it possible for poor people to improve their living conditions. The unit for Civil Society of the Global Department is in charge of handling the Government Appropriation Item Support via Swedish Civil Society Organizations.

In 2009, the Government decided on a Policy for support to CSOs in developing countries which constitutes a normative framework for all direct and indirect Swedish support to CSOs in developing countries, including development assistance given via Swedish CSOs.

The policy emphasizes two perspectives for global development: the perspective of poor people on development and the rights perspective. The following four principles are to guide cooperation in order to apply the rights perspective: participation, non-discrimination, transparency, and accountability. In order to achieve this overall objective, support to CSOs in developing countries via Swedish CSOs is to focus on activities that contribute to capacity development, a rights-based approach, democratisation and increased respect for human rights.

In the same year 2009, the Government decided on a Strategy for support via Swedish civil society organizations 2010-2014, in which the positions, starting points and principles laid down by the Government in the policy apply to the strategy. The strategy is used by the Government to direct Sida's support via Swedish CSOs under the special CSO allocation and, where applicable, the allocation for Reform Cooperation in Eastern Europe. According to the strategy Sida is responsible for the follow-up of the effects of the support. On the basis of the strategy, Sida has developed instructions, which have been implemented since March 2010. These instructions govern the provision of grants to the Swedish CSOs with which Sida has entered into an agreement concerning a framework grant within the Government Appropriation Item Support via Swedish Civil Society Organizations.

In its policy for support to civil society in developing countries, the Government established a coherent approach to civil society in Swedish development cooperation. The overall objective of support is: *a vibrant and pluralistic civil society in developing countries that, using a rights-based approach, contributes effectively to reducing poverty in all its dimensions*. In order to achieve the overall objective, support is to focus on capacity development of CSOs in developing countries so that they can apply a rights-based approach in their roles as collective voices and organisers of services, as well as contributing to democratisation and increased respect for the human rights of poor and discriminated people in the relevant sectors. Swedish CSOs are to be responsible for the content and design of operations carried out using funds from these appropriation items.

At present the Civil Society Unit 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 CSOs for development cooperation have annually exceeded 1,5 Billion SEK.

For additional information, please visit Sida's website, www.sida.se

1.2 Save the Children (Sweden)

Save the Children Sweden (SCS) is a politically and religiously independent, member based, non-governmental organisation, with operations in Sweden and internationally. SCS has more than 75,000 members in Sweden, in over 200 local chapters and 25 districts.

SCS applies a rights-based approach to its work, i.e. human rights standards and principles, as set out in the International Human Rights Framework, guides the work of SCS – and the United Nations Convention on the Rights of the Child (UNCRC) in particular. All SCS's programme work, regardless of whether it focuses on long term development cooperation or humanitarian assistance in emergency responses, should further the realization of children's rights, as laid down in the UNCRC and other international human rights instruments. "

SCS rights-based work is applied through a child focused version of a broader rights-based approach, child rights programming. In short, child rights programming focuses on that within the broader collective of rights-holders, children have special rights, towards which all adults have a responsibility, but states are the primary duty-bearer. All SCS's work should contribute to the development of the capacity of duty-bearers to meet their obligations. Similarly, SCS's work should empower and support children as rights-holders, directly and through their families or care-givers and communities and contribute to the claiming of their rights.

In support of the above, SCS focuses on collaboration with local and national organizations that are experts on the situation of children in their own country. In SCS's analysis, strong, viable and independent NGOs, including children's own organizations, are key actors, both for building capacity of different actors to meet their obligations in relation to the UNCRC and for holding duty-bearers to account, in order to achieve long-term improvements in children's lives and rights.

Thematically, in its current Strategic Plan for 2009-12 SCS focuses on: i) Child Rights Governance, i.e. the mechanisms for implementation, monitoring and reporting on state compliance with the UNCRC, including the participation of children in these processes; ii) Children's right to protection from abuse, neglect, exploitation and violence; iii) Children's right to education. This work includes both long-term development and humanitarian work in armed conflicts and natural disasters. Save the Children Sweden also works actively with the child rights and Corporate Social Responsibility (CSR).

Save the Children Sweden is one of 29 national member organizations of Save the Children International (SCI). Together SCI and its members form the world's leading child rights organisation. The SCI head office, based in London, coordinates joint efforts of member organizations. Together, Save the Children works in more than 120 countries.

In November 2009, a new global strategy for 2010-2015 was adopted for Save the Children International. The goal of the new strategy is to work more effectively for children's rights and to reach more children. The key operational element of the strategy is the launch of a process by which all members of SCI transfer the implementation of international pro-

gramming (i.e. programming outside of the member's own country) to SCI. The process was launched in Asia in 2011 and is continuing in all other parts of the world in 2012, with completion scheduled to 1 January 2013. For all members of Save the Children, including Sweden, this is a decisive investment for the future – and a major operational undertaking during 2012 in particular.

2. SCOPE OF THE ASSIGNMENT

2.1 General information

As a part of, and in preparation of, Sida's assessment of SCSs new framework application, it has been decided that a result oriented evaluation shall be undertaken.

The evaluation will consist of the following:

1. A desk study, as a first step to compile and *critically* analyze the findings and recommendations from already existing evaluations (both external and internal), studies, applications and reports from 2008 and onwards.
2. As a second step, field visit should be conducted as a complement to the desk study. Which countries (2-3) to be selected will depend of the findings in the first step. However, the countries to be selected should be chosen from Save the Children's 13 "core-countries".
3. Findings and results from the meta-evaluation and the field visits should be synthesized in a final report focusing on the assessment of *effectiveness, sustainability and how the right based perspective is implemented* in all SCSs programs funded by Sidas Civil Society Unit.
4. In addition, the *evaluation process* is expected to provide inputs during the whole evaluation phase both to Sida and Save the Children aiming at facilitating the dialogue between Sida and Save the Children as regards to the application that will be the main document Sida will scrutinize when performing the Assessment.

2.2 Purpose

The overall purpose of the evaluation is to assess if Save the Children (Sweden) has/has not contributed to fulfil the goals of the CSO-Strategy²⁹. The evaluation will have a critical and learning approach. **The intended direct users of the evaluation are the department of Sida's civil society unit (CIVSAM) and Save the Children. Other stakeholders are selected Sida country units where SCS is present and Sida's Humanitarian Unit.** The evaluation is expected to provide findings, conclusions and recommendations for Sida to use in Sida's Assessment of Save the Children's application for the renewal of the framework

²⁹ Please see the CSO-strategy 2010-2014

agreement 2013-2016. **The evaluation is also intended to provide SCS with recommendations for its future work.**

2.3 Evaluation questions

1. To what extent are SCSs interventions effective in terms of achieving objectives stipulated in applications and reports in relation to the CSO-Strategy and its goals?
2. To what extent does SCS present results at outcome level (and impact *if possible*) as compared to those anticipated in the program documents, applications and reports.
3. How do SCS implement the rights perspective based on the four principles *participation, non-discrimination, transparency, and accountability* with local partners and what is SCS added value?
4. How have SCS and/or local partners work with advocacy contributed to improve children's living conditions?
5. What is the role of SCS in comparison to local partners regarding advocacy work?
6. Is SCSs interventions, in relation to the CSO-Strategy and its sub-goals, sustainable?
 - How do SCS interventions contribute to sustainable poverty reduction?
 - Are the interventions consistent with partner's priorities and effective demands?
 - How do SCS interventions contribute to create strong and independent local partners and are thus the requirements for local ownership satisfied?
7. How does SCS work in conflict and post-conflict countries? What methods of analysis does SCS use? Do and how does SCS work with do-no-harm?

2.4 Methodology and Implementation

Appropriate methodology and methods to be used in the execution of the evaluation will be worked out in detail during the Inception Phase of the evaluation by the Evaluation Team and be documented in an Inception Report which has to be approved by Sida. The inception report shall include:

- A model for analysis of Save the Children theory of change" Five Dimensions of Change",
- A model for how the *evaluation process* will be applied,
- Further elaboration of evaluation questions and of how the selected evaluation criteria will be applied,
- An overall evaluation design showing how evaluation questions will be answered,
- An account of baseline data identified,
- A discussion on evaluability and attribution,
- A basic analysis of stakeholders, influencing and/or affected by SCSs programmes directly or indirectly,
- An account of how stakeholders will participate in the evaluation (who, how, when, why),
- Possible key issues to be further looked into in the evaluation,
- Possible delimitations to be agreed upon with Sida and SCS,
- A detailed work programme,
- A budget.

The Inception report shall be approved by Sida prior to the initiation of the evaluation exercise. A Final Inception Report shall be submitted within one week of the receipt of comments on the draft form Sida and Save the SCS.

Overall the team shall:

- Review and analyze SCSs external evaluations program documents, strategy, program proposal, narrative and financial reports. Principal steering documents for Sida's cooperation with CSOs such as the CSO strategy and policy should be used as background material.
- Analyse the added value of SCS's support to partner organisations in 2-3 countries looking at:
 - organisation, competence and capacity development
 - aid effectiveness, harmonization and coordination,
 - local ownership,
 - sustainability and flexibility
 - monitoring & evaluation,
 - communication and advocacy
 - others that will add value to partner organisations work.
- During the country visits the consultant has to give relevant feedback on and discuss the initial observations/findings with partner organisations i.e. included in the visits to the selected countries.
- Before leaving a country visited the consultants shall carry out a debriefing with all relevant partners involved.
- Findings and results from the desk study and the field visits shall be synthesized in a final report focusing on the assessment of *effectiveness, sustainability and how the right based perspective is implemented* in all SCSs programs funded by Sidas Civil Society Unit.
- Visit to both SCS and Sida for a presentation and validation of the draft report
- Prepare a final report based on comments shared by SCS as per the validation meeting and based on subsequent comments by Sida.

2.5 Recommendations and Lessons learned

The evaluation is primarily expected to provide findings, conclusions and recommendations for Sida to use in Sida's Assessment of Save the Children's application for a renewal frame agreement 2013-2016. Also conclusions and recommendations of use for SCS shall be provided, to the extent possible during the evaluations phase.

2.6 Reporting and documentation

Upon signing of the contract with the consultant, time and budget for the evaluation will be approved by Sida. The Evaluation Team shall present a draft inception report to Sida and Save the Children for discussion and approval. The final inception report should be approved by Sida, and will serve as a guiding document for the rest of the evaluation.

Format and outline of the Final Report shall follow the guidelines in **Sida's Review Report – a standardized Format**. Subject to decision by Sida the review will be published.

The final report must be presented in a way that enables publication without further editing. When the draft report has been submitted the consultants will present the report at a seminar at Sida for all stakeholders interested.

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 report shall be written in English. The format and outline of the report shall therefore follow, as closely as is feasible, the guidelines in Sida Evaluation Manual – a Standardised Format. Subject to decision by Sida, the report might be published in the series *Sida Evaluation*.

The evaluation has been commissioned by Sida's civil society unit. The Programme Manager at Sida responsible for the evaluations is Begoña Birath-Barrientos.

2.7 Schedule

The evaluation will be undertaken from June 2012 and be finalized by the end of October 2012. An Inception report should be presented to Sida no later than August 1. Sida and save the Children should approve the Inception Report within ten days.

The draft report shall be submitted to SCS and Sida electronically no later than 1 of October. 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. The final report should be presented by the end of October and not exceed 40 pages excluding annexes.

2.8 Profile of the Supplier and requirements for personnel

Required competences of the team members are:

- I. Academic degrees in Development, Social science, Political science and/or Child Rights
- II. Vast experience in working and/or evaluating with a child rights approach
- III. Minimum 10 years of experience of evaluation of international development work, particularly in Civil society related areas
- IV. All team members must be fully professionally proficient in English

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

Curriculum Vitae must contain full description of the team members' theoretical qualifications and professional work experience. The CV must be signed by the persons proposed.

Tenderers must submit two written specifications of previously performed similar projects by the proposed persons. The specifications must contain information according to the annexed form "Reference for Project Performed by an Individual", Appendix 2.1, and relate to projects performed and concluded within the past three years.

The proposal must include:

- a) A description in the form of Curriculum Vitae for the personnel who is/are to participate in the performance of the project. The CV must contain a full description of the person's or persons' theoretical qualifications and professional work experience.
- b) 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;
- c) 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);
- d) A proposal for time and working schedules according to the Assignment, including suggestions and criteria for selecting countries/programmes to be examined;

7.7 INCEPTION REPORT

1. Executive Summary

The inception report presents a further elaboration of the evaluation questions suggesting some alterations and some additional questions to address issues of evaluability, and to clarify how the evaluation will relate to the overall goal and the two objectives of the Sida CSO strategy. The evaluation scope, design and process are further explained, including an evaluation framework and a special table related to the CSO strategy.

The report briefly presents how the field studies will be planned with different stakeholders and how they will be involved in the evaluation process. Criteria for country selection are presented and suitable field studies are proposed. Specific details of how the field studies will be conducted will be finalised after the countries have been selected in direct coordination with SCI country offices.

An account of baseline data will not be presented in the inception report due to the need for further study of the evaluations and in-depth studies of the programmes. SCS will provide the evaluators with the list of the global indicators and a selection of detailed reports for six of the thirteen core countries to enable a summary and an overview of baseline data presented in applications and reports for the evaluated period.

The work plan has been updated and remains within the original contract budget. Since there are no changes in the budget, we refer to the budget submitted in the proposal.

2. Assessment of Scope of the Evaluation

This evaluation concerns the Swedish CSO-strategy and the Save the Children Sweden programmes funded by the CSO appropriation. It will focus on two of OECD/DAC's evaluation criteria, namely effectiveness and sustainability, and will examine how the rights-based approach is implemented in the programmes.

The evaluation will be formative, while ensuring a critical and objective analysis of results achieved. The evaluation will provide Sida with input for the assessment of SCS' three year application for the period 2013-2015, as well as useful recommendations to SCS regarding their future work and how to more effectively manage for results.

The scanning of the thematic and geographical scope of earlier evaluations, SCS applications and reports to Sida Civsam from 2008 onwards, and considerations from SCS on country specific limiting factors for field studies, have served as the basis for the selection of countries to be included in the two planned field studies. Findings from the meta-study will also influence the methodological approach for the meetings and interviews with partner organisations. The field studies will include analysis of

SCS's added value of the SCS support to the partner organisations and will as stated in the ToR look at:

- organisation, competence and capacity development,
- aid effectiveness, harmonisation and coordination,
- local ownership,
- sustainability and flexibility,
- monitoring & evaluation,
- communication and advocacy,
- other areas that will add value to partner organisations work.

Findings from the meta-evaluation and field visits will be synthesised in a final report focusing on the assessment of effectiveness and sustainability, as well as the implementation of the rights-based approach - particularly in relation to the four principles of participation, non-discrimination, transparency and accountability.

2.1 Thematic Focus

Given the breadth and depth of SCS's work financed by the CSO appropriation, combined with the resources available for this evaluation, it will be necessary to narrow the scope of the data gathering.

To begin with, SCS has had three priority areas for the global, regional and national programmes during the period to be evaluated; the rights of the child and civil society; child protection (CP) and education. The SC global "Rewrite the Future" campaign (education) came to an end in 2010, and SCS's board decided to downsize the support to education programmes and to have a strategic focus on two programme areas: Child Rights Governance (CRG) and Child Protection (CP). We therefore suggest that the evaluation focus its data gathering on CP and CRG programmes.

Second, while the evaluation will examine the RBA principles of transparency, accountability, participation and non-discrimination, we suggest that the evaluation give greater focus to accountability. According to SCS, its rights-based approach particularly emphasises participation (and non-discrimination).

Furthermore, since the ToR highlight the advocacy work of SCS and partner organisations, which is related to the accountability of duty-bearers, accountability is central to the evaluation. We also suggest that the evaluation examine the internal/intra-organisational accountability linked to the space afforded to children's and adult rights-holders to voice their concerns and influence partner organisations and civil society networks. The practice of internal/intra-organisational accountability mechanisms will be discussed with both SC staff and the staff of partner organisations, e.g. how they ensure that the rights-holders and/or their parents/family members are given room to provide opinion on the performance of the SC and the partner organisations, as well as to voice claims as members or beneficiaries.

2.2 Limitations

Additional funds to SCS were approved for the period 1 of September - 31 of December 2012 under the Swedish Government's Child and Youth initiative 2011-2014. The total approved sum is of 92 766 000 SEK focusing on programme interventions within the area of health, nutrition and education to contribute to the MDGs 4, 5 and 2 in Afghanistan, India, Ivory Coast, Yemen and Zambia. The special grant will not be part of the evaluation since the campaigns only started at the very end of the period to be evaluated; no SCS specific reports or evaluations are available yet (though there are evaluations on the global campaign Rewrite the future), and since none of the targeted countries will be included in the field studies (see 11.4 for selection of field studies).

3. Relevance and Evaluability of Evaluation Questions

The Team has examined the nine evaluation questions in the ToR and has considered whether they can be elaborated to provide clearer guidance and delineations for the evaluation. We have the following comments and suggestions:

1. To what extent are SCSs interventions effective in terms of achieving the objectives stipulated in applications and reports in relation to the CSO-Strategy and its goals?
The answer to this question can be considered as the sum of the answers of the following questions.
2. To what extent does SCS present results at outcome level (and impact if possible) as compared to those anticipated in the program documents, applications and reports.
Suggested Reformulation: to what extent is there evidence of SCS and/or local partners work with having contributed to children's living conditions?
3. How does SCS implement the rights perspective based on the four principles participation, non-discrimination, transparency, and accountability with local partners, and what is SCS added value?
It may be also more useful to have a separate question about SCS's added value. By placing it together with RBA, it assumes that the added value is only connected with this area of work.
New question: What is the added value of SCS in relation to local partners?
4. How has SCS and/or local partners' work with advocacy contributed to improve children's living conditions?
This question is about the impact of advocacy, which can be hard to measure in the short term. The question also assumes that there is evidence that advocacy has contributed to improving children's lives. We suggest it is reformulated to be less leading.
Suggested reformulation: To what extent is there evidence of SCS and/or local partners work with advocacy having contributed to achievements? A followup

question could be: Is there evidence indicating that the advocacy has contributed to improving children's living conditions?

5. What is the role of SCS in comparison to local partners regarding advocacy work?

We understand this question to contain two dimensions: the extent to which SCS as an actor in itself is implementing advocacy work in countries/regions (and/or globally) where SCS has partnerships; and the extent to which SCS plays a contributing role to the advocacy efforts of partner organisations. We suggest that the evaluation focus on the latter dimension.

6. Are SCSs interventions, in relation to the CSO-Strategy and its sub-goals, sustainable?

- How do SCS interventions contribute to sustainable poverty reduction?
- Are the interventions consistent with partner's priorities and effective demands?
- How do SCS interventions contribute to create strong and independent local partners and thus, are the requirements for local ownership satisfied?

Are SCSs interventions, in relation to the CSO-Strategy and its sub-goals, sustainable?

It is unclear here what would count as being sustainable in relation to the CSO-Strategy. We propose the following:

Suggested reformulation of: To what extent is the SCS support to the partner organisations sustainable in relation to:

- a) Strengthening the capacity development of partners in applying a rights-based approach in their roles as collective voices and organisers of services
- b) Supporting the work of partners for enhanced democratisation and increased respect for the human rights of poor and discriminated children. (In the context of SCS partnership cooperation we understand enhanced democratisation to be related to the partner organisation and not to the society at large.)

- How do SCS interventions contribute to sustainable poverty reduction?

Since poverty reduction is generally considered a long-term goal in which the state of reduced poverty is sustained, we suggest that this question rather focus on the relevance of the support in relation to the goal of poverty reduction.

Suggested reformulation: To what extent are SCS interventions relevant to sustainable poverty reduction?

- Are the interventions consistent with partner's priorities and effective demands?

The current formulation assumes that the relevance to partners' needs and priorities will make the support sustainable. This is not necessarily the case. While it is true that support that is relevant has a greater chance of being more sustainable, when we speak of partner priorities and demands in evaluations, this typically refers to the criteria of relevance.

Suggested reformulation: To what extent is SCS's support relevant to the priorities and effective demands of partners?

- How do SCS interventions contribute to create strong and independent local partners and thus, are the requirements for local ownership satisfied?

This question is unclear. It is formulated as if the support should only create ownership; the support can both foster and be based on ownership.

Suggested reformulation: What is the level of ownership of the interventions among partners? Has the support contributed to organisational sustainability?

7. How does SCS work in conflict and post-conflict countries? What methods of analysis does SCS use? Do and how does SCS apply a do-no-harm approach?
This question is clear and relevant.

The revised evaluations are included in the evaluation framework table in section 4.1

3.1.1 Attribution and Contribution

SCS consistently uses the term contribution when reporting results in their final report for the period 2009-2011. There is no reference made to the discussion on attributions versus contribution. If evaluations included in the meta-study attribute outcomes to the cooperation between SCS and their partner organisations, the evaluators will explore if similar outcomes can be verified in the field studies. The evaluation will however primarily assess evidence of change processes in which SCS and partner efforts can logically be considered to be contributions. The study will also focus on the advocacy work and internal and external accountability processes where it is particularly difficult to verify claims of attribution.

4. Proposed Approach and Methodology

- Intervention areas studied limited to CRG and CP.
- More focus given to accountability than to other four RBA principles since the potential for learning from SCS is deemed high.
- Capacity development and Advocacy should be key areas of study.
- Providing learning and recommendations to SCS for their future work throughout the evaluation.

4.1 Evaluation Process

- i. The inception phase includes a methodological discussion based on the initial desk review and the first overview of the number, relevance and representativeness of the available studies for the period (priority areas, themes and perspectives, type of partner organisations, country/region specifics). It also includes discussions with strategic key informants at SCS.
- ii. Dialogue on the inception report with Sida and SCS, methodological approaches and detailed work plan are decided, and the selection of countries and partnerships to be included in the field studies are decided. SCS offices and partner organisations are contacted.

- iii. Meta-study, including the meta-study report, possible revision of evaluation questions for the field studies (conclusions from the meta-study). Preliminary findings from the meta-study communicated to SCS (meeting).
- iv. Field studies, including feed-back discussion with the SCS country offices; preliminary findings discussed with SCS head office and each evaluator (physical meeting and skype/video conference).
- v. Drafting the report, due 31st of October; discussions on the draft with Sida and SCS.
- vi. Editing of the final report; presentation seminar and final report to Sida.

Also see detailed work plan.

4.2 Evaluation Framework

(See Annex 7.3)

4.3 Meta-Study

A meta-evaluation typically consists of two types of analysis. On the one hand it compiles findings, conclusions and recommendations from a set of evaluations; examines patterns and relationships among these so that they can be systematised and aggregated. A meta-evaluation can also study the quality, credibility and utility of a set of evaluations to determine how an organisation can improve its evaluation effort. The ToR for this evaluation requires that a meta-study to be undertaken involves the first type of analysis. It will consist only of document analysis.

An issue for most meta-evaluations is what type of assessments count as evaluations. This study will apply a relatively liberal approach and include all independent evaluations and reviews that address at least some of the DAC evaluation criteria (relevance, effectiveness, efficiency, sustainability and impact).

A second issue for meta-studies is that they are limited by the quality and content of the documents examined. Thus, evaluations that have a narrow scope, or are of poor quality, will affect the ability of the meta-study to produce useful results. At least a critical mass of evaluations needs to be of good enough quality and have a relevant scope so that the meta-study has enough data to provide useful and credible findings, conclusions and possible recommendations.

So far, the Team has identified around 25-30 evaluations. Initial observations of these reveal that:

- Some documents are called “evaluations” but do not assess any of the DAC criteria or provide very specific analysis for the project; it is difficult to draw general conclusions that are useful for this evaluation.
- There are more evaluations from Southern Africa and MENA than from the other regions.
- There are many reports and studies from Latin America, but no evaluations.
- There are around five global SCS evaluations/reviews.

The meta-study will serve as input for the evaluation process itself and for the main report. It will be presented in the form of an annex to the main evaluation report.

In line with the ToR, the meta-study will address the following questions:

1. Strengths & challenges

- a. Are there emerging patterns regarding SCS's strengths in supporting partner organisations?
- b. Are there emerging patterns regarding the challenges faced by SCS when supporting partner organisations?

2. How do the interventions evaluated relate to the CSO strategy and goals?

- a. Has SCS, through its partnership cooperation, contributed to the first objective of CSO strategy on support to capacity building of civil society organisations? If so, how? Are there any emerging patterns of the capacity building that is supported?
- b. Has SCS, through its partnership cooperation, contributed to the second objective of the CSO strategy on enhanced democratisation and increased respect for the human rights of poor and discriminated people? If so, how is this achieved in relation to the rights of children? Has SCS applied the principles of aid effectiveness? If so, does the analysis indicate any aspects of the aid effectiveness agenda that have been more successful than others? Does SCS relate to the Istanbul principles in their global and/or local/national partnerships?
- c. Is the work of SCS supporting the potentials of civil society listed in the strategy?

3. Results:

- a. To what extent do the reports document results at the outcome level? What kinds of results are they? Are there emerging patterns? Can any conclusions be drawn at the meta-level?
- b. Do the reports discuss advocacy and the extent to which the advocacy work has led to achievements? What type of achievements are they? Are there emerging patterns? Can any conclusions be drawn at the meta-level?

4. Role and value of SCS:

- a. Does the report discuss the respective roles played by SCS and its partners with regard to advocacy?
- b. Do the evaluations discuss whether SCS provides added value to the local partners? Are there patterns in relation? Can any conclusions be drawn at the meta-level?

5. RBA:

- a. What are the findings and conclusions in the reports regarding the implementation of RBA and in particular the four RBA principles of participation, non-discrimination, accountability and transparency? Are there patterns? Can any conclusions be drawn?

6. Conflict/Post-conflict:

- a. Are there findings and conclusions regarding SCS work in conflict and post-conflict countries? Are there emerging patterns that relate to this area of work?
- b. Do the evaluations discuss the methods of analysis that SCS uses? What conclusions are drawn?
- c. Is there any evidence in the evaluation reports that SCS works with a do-no-harm approach? Has this approach proven to be effective? Do the evaluations present conclusions related to this?

7. Relevance:

- a. Are there findings and conclusions in the evaluations that discuss SCS's relevance to poverty reduction? Can any conclusions be drawn at the meta-level?
- b. Are there findings and conclusions in the evaluations that discuss SCS's relevance to partners' priorities and effective demands? Can any conclusions be drawn at the meta-level?

8. Sustainability:

- a. Are there findings and conclusions regarding partnership ownership levels? Can any conclusions be drawn at the meta-level?
- b. To what extent do the evaluations present evidence of SCS's support contributing to organisational sustainability among partners? What patterns emerge and can any conclusions be drawn at the meta-level?

4.3 Country Case Study Selection

SCS has provided the evaluators with some considerations for the selection of country and regional offices to visit. Out of the thirteen so-called core countries of Swedish Save the Children, six country offices are still in the transition process of merging together with other members of the SC Alliance and SCS does not recommend field studies in these countries (due to heavy work load, staff turnover, ongoing structural and administrative changes). Security aspects are also mentioned for Pakistan and Yemen. That leaves six eligible countries for the two field studies: Bangladesh, Kosovo, Lebanon, OPT, Peru and The Philippines.

Though not a formal request in the ToR, Sida welcomes the inclusion of a post-conflict or conflict country in the case studies. Three out of the remaining six countries fall within this category.

Sida and SCS have also suggested that it could be of interest to look into a country where SCS has had a long presence for impact studies and lessons learned, as in the case of the EU member state Romania where SCS phased out the partnership cooperation after 20 years and where SC Romania now is a member of the SC Alliance. SCS also added India and South Africa to the list of possible countries for the field study. The evaluators do not consider the option to select a country outside the thirteen core countries of SCS as consistent with the ToR. This would also require that the field studies have rather different approaches; the possibility to draw general conclusions

from the two studies would be limited. We favour studies that make room for findings and identified lessons learnt to be developed, not only on a general level but, that can relate to specific and continuous partnerships.

Selection criteria:

- The SCS partnerships should work with both CRG and CP.
- The SC transition process should be completed.
- Preferably one country should be able to provide data on support to conflict or post-conflict settings.
- A country with several country specific evaluations should be considered less relevant.
- Possibility of studying regional initiatives.
- At least one of the field studies should cover a context with strong local civil society to enable in- depth analysis of the different aspects of RBA.
- The ToR puts emphasis on advocacy work and this call for programmes with clear partnerships and significant advocacy components.
- Possibility to follow-up advocacy efforts of national coalition on CRG.
- If possible, one field study where no interpreter is needed at all to allow direct interaction with rights-holders and key agents.
- Favourable travel logistics.

Country	Program direction	Post conflict country	Reg. office	Remarks
Bangladesh	CRG, CP, Edu, Prep			• Transitioned in 2011. • Several relevant outcomes to follow up • LDC, one of the eligible countries with highest levels of poverty. • Strong local civil society • Only 2 Bangladesh specific studies 2009 • SCS not as strong lead as in some of the other eligible countries
Ethiopia	CRG, CP, Edu			• E/C Africa Region (along with Latin America) received most Sida funding. • Shrinking CS space in Ethiopia and strict NGO legislation. According to SCS reports, "government regulation will make it more difficult to work in 'softer' programme areas such as capacity building and research". • SCS continues to confront a restrictive regulatory environment for local CSOs which contribute to a sense of vulnerability (application 2012). • Ethiopia would require more time and a national consultant to be able to gather adequate data.
Kosovo	CP, Edu	X		• On a general note, organisational capacity development has been easier to implement in Europe • SCS has taken over from SCS UK and increased capacity development of CSOs from 13% to 40% • Kosovo in its current state is atypical of a post-conflict country. • There is work with CRG.
Lebanon	CP, CRG, Edu, Prep	(X)		• Possible to gather data on CRG, which has increased in Lebanon. • Possible to gather data on emergency preparedness • Post-conflict country that is also highly affected by conflicts in the region, including refugees from Syria, Palestine, Iraq. • Possible to observe collaboration with UN peace-keeping and UNRWA. • Included in a regional programme with advocacy as strong component.

Occupied Palestinian territories	CP, CRG, Edu Prep	X		• There are several SCS evaluations covering oPt. • Possible to gather data on work with UNRWA. • Travel to Gaza, where SCS has projects, is complicated and not recommended by Sweden.
Peru	CRG, CP,		X	• Large quantity of SCS studies from LAM but no evaluations uncovered so far. • LAM Region received most Sida funding (along with E/C Africa). • SCS report state “organisational capacity development has been easier to implement in Latin America” • SCS reports state: “Impact of OCD takes more time with coalitions/networks than NGOs, but more noticeable changes in terms of advocacy efficiency (LAM)” • SCS reports state: “Municipalities and healthcare and education services have been more open to implementing methodologies to eradicate corporal punishment and violence in the family, than the Parliament in passing laws banning corporal punishment. (LAM)” • Strong regional programme/possible to follow up in Peru or in the region • SCS strong lead position
Philippines	CP, CRG, Prep, Edu	X		• Transitioned in 2011, SCI in Jan 2012 (a year of experience) • Strong civil society • Shrinking CS space • Regional programme (limited outreach) • SCS lead position • Affected by major disaster during the period • Several relevant outcomes to follow up • Can be considered as post-conflict country • Only one specific study

There are six eligible countries (Bangladesh, Ethiopia, Kosovo, Lebanon, oPt, the Philippines and Peru). The team deems that the following are less suitable for case studies:

- Bangladesh allows a study in one of the most poverty stricken core countries and SCS’s final report presents many interesting outcomes. However, SCS does not have a lead position in the country.
- As an African country, Ethiopia is in one of the two continents that receive most SCS funding. However, the restrictive regulatory environment for CSOs would require more time and a national consultant to be able to gather adequate data.
- SC in Kosovo, transitioned to SCI in April 2012; it is a post-conflict country; it is atypical and there is no work with CRG. SC Kosovo is a member of SC.

The Team deems that the characteristics of SCS’s effort in the following countries are suitable for country case studies:

- **Lebanon** is highly affected by current ongoing conflicts in the region, including refugees from Syria, Palestine and Iraq. It is possible to observe collaboration with UN peace-keeping and UNRWA. There is work with CRG and Lebanon is included in a regional programme with a strong advocacy component.

AND

- A case study of **Peru** would allow for a study of the regional programme as well as of the country programme. The Peru office covers a large region funding-wise and contains a vibrant civil society that allows studies on advocacy and accountability. The evaluator speaks fluent Spanish and Portuguese, which facilitates direct interaction with all rights-holder (other than those that only speak Quechua

or other indigenous languages); the field study could include visit to Uruguay (network partner) or Brazil due to other travel arrangements of the evaluator.

OR

- The **Philippines** allows the study of an interesting country programme in a challenging context, with a strong civil society and advocacy work; the study can also contribute to findings related to the work in post-conflict settings.

4.4 Core and Programme Partners

SCS has several levels and types of partnerships. The field studies will focus on the core countries of SCS and will primarily follow up the work of the core partners at the national and regional levels, and select a number of programme partners working on CP and CRG. The meta-study will also give priority to evaluations that analyse these two types of partnership, but will also look into evaluations that cover strategic alliances. Less focus will be on the so-called project partners.

From SCS Report to Sida 2009-2011:

A *core partner* is a national (or regional) independent civil society organisation or a child rights network or coalition. It agrees to the principles of the Convention on the Rights of the Child and focuses on several child rights issues. It should be committed to collaborating with other child rights actors and motivated to lead, or contribute to, child rights networks at the national and/or regional level. Core partners could be supported both programmatically and organisationally, based on the needs identified. An evolving core partner has the potential to grow into a core partner but is currently too young or small. Most of SCS' selected partners will qualify as evolving core partners.

A *programme partner* is often selected based on its work with an issue of regional interest. Support to programme partners may focus on programmatic skills or organisational capacities as needed. Programme partners with strong thematic skills should be supported in national, regional and international networking and advocacy. Such partners could also play a role in improving thematic knowledge in SCS and/or other SCS partners.

A *project partner* is usually a partner that SCS cooperates with in the short-term for a specific project, activity, campaign etc. Project partners are receiving a basic level of capacity building support, which include invitations to training, networking and some key organisational aspects.

Allies are those that SCS share a common goal with and whose work toward that goal is complementary to our work. We might or might not have an explicit agreement with allies.

4.5 Stakeholder Analysis and Stakeholder Participation

The evaluation will be developed in close dialogue with SCS and Sida. SCS has asked for meetings on preliminary findings to be held at different stages of the evaluation. See detail work plan for more information.

Apart from Sida Civsam and SCS International Programme at the head office, the following stakeholders are identified as key informants for the field studies through their roles as partners to implementers; implementers - child rights defenders, key change agents, and/or rights-holders or duty-bearers:

Supporting partners

- Staff at SCI offices;
- Staff at CSO allies, CSO networks and like-minded INGOs working on child rights in country/region where field study is conducted;
- Donor coordinating groups;
- Implementing partners and change agents;
- Staff, board members and members/constituencies at SCS's partner organisations and partner networks;
- Children and youth organised in partner organisations and/or as direct rights-holders of SCS supported programmes;
- Also important informants (but not necessarily stakeholders) are the below key change agents;
- Local and national duty-bearers (including parents, community leaders, teachers, school management, health sector staff and penitentiary institutions);
- Media and research institutes;
- Regional duty-bearers.

There are also a broad range of indirect key informants/stakeholders through the meta-study.

Staff at the SCI offices in countries visited for the field studies will be involved both in the planning and debriefing discussions of the field study. The discussions with partner organisations will be held both separately with their staff, and together with a selection of their key stakeholders. The methods to be used and the forms of meetings will be coordinated with the SCS office and their partner organisations. Depending on the partner organisations' possibilities and availability, as well as logistic matters, workshops or bigger stakeholder meetings can be scheduled.

If possible reported outcomes will be discussed with other CSOs (allies/network members of SC and/or the partner organisations) and representatives from targeted duty-bearers. The follow-up of advocacy work might also include independent media/research institutes and human rights organisations (child rights and/or other human rights). Finally, the field studies will include meetings with children that have participated and/or benefitted from the programmes as rights-holders.

5. Other issues and recommendations

5.1 Sida CSO strategy

The following structure is suggested to be used in the overall analysis of the relation between SCS's cooperation with partner organisations and the CSO strategy. It will be relevant both for the meta-study and the other evaluation questions to be addressed in field studies and interviews with SCS HO:

<i>Sida CSO Strategy objective: a vibrant and pluralistic civil society in developing countries that, using a rights-based approach, contributes effectively to reducing poverty in all its dimensions</i>
<i>In order to achieve the objective, Sida must in its support through Swedish CSOs focus on the roles of civil society as collective voices and organisers of services.</i>
<i>SCS's work in relation to the overall objective of the CSO policy:</i>
<i>Capacity development: Enhanced capacity of civil society actors in developing countries to apply a rights-based approach in their roles as collective voices and organisers of services</i>
<i>SCS's role and partnership cooperation in relation to CSO strategy's objective 1:</i>
<i>Democratisation and human rights within all sectors: Enhanced democratisation and increased respect for the human rights of poor and discriminated people.</i>
<i>SCS's role and partnership cooperation in relation to CSO strategy's objective 2:</i>
<i>Aid effectiveness: Sida assesses the development co-operation that a framework organization conducts in relation to the extent to which it:</i>
<i>1) Shows clear ownership by the implementing organizations in developing countries,</i> <i>2) Is based upon and, as long as such is possible, is adapted to the capacity and system for planning, monitoring and reporting of the local co-operation partners, as well as where such is necessary setting up objectives and plans in order to enhance the existing system,</i> <i>3) Includes initiatives in order to jointly, together with local co-operation partners and other donors, formalise common routines for analysis, planning, monitoring, reporting, evaluation and mutual accountability.</i> <i>4) Contributes to predictability for local co-operation partners, for example through agreements with multi-year terms.</i>
<i>SCS's application of Aid Effectiveness:</i>
<i>Civil society's different potentials</i> <i>Sida prioritises grants to programmes or other development interventions where civil society has the following functions:</i> <i>- creating possibilities for organization and creating channels, including arenas for co-operation, through which poor and discriminated individuals and groups are able to make their voices heard, raise demands for the realisation of their human rights and affect the development of their societies,</i> <i>- acting as a proposer and reviewer towards those in power,</i> <i>- generally, and especially under authoritarian regimes, comprising a counterweight and democratising force against the state,</i> <i>- offering liberal adult education in order to enhance the capacity of poor and dis-</i>

*criminated individuals to change their life situations,
- organising and carrying out beneficial services for society in a manner that increases the knowledge and capacity of poor and discriminated people to demand their human rights at the individual and organizational levels.*

SCS's role in relation to CS different potentials

6.2 Theory of Change and five dimensions of change

SCS' theory of change			
SCS contributes financial resources and competence so that ...	... local civil society, other actors and children themselves are empowered and strengthened in their ability to ...	... influence public opinion, policy and laws; contribute in developing methods and knowledge and influencing attitude; and providing direct support that will lead to change in behaviours and eventually full respect for children's rights that ...	... lead to real, positive change in children's lives!

The above Theory of Change (ToC) was presented by SCS in its final report to Sida covering 2009-2011. The Theory of Change explains how SC works to create impact for children and is developed in the SCI Strategy 2010-2015. It identifies three roles in relation to the ToC: innovator (testing new programme ideas), implementer of programs at scale, and voice, advocating for children's rights. The roles are supposed to be performed in collaboration with different kind of partners.

According to SCS informants, SCS also applies the Five Dimensions of Change, which is connected to the above ToC/or should be considered as a part of the ToC. Both models express how the defence and the realisation of children's rights are a prerequisite for sustainable change that leads to respect for children's rights.

"The dimensions of change are inter-related and mutually reinforcing. They address aspects of the duty-bearer-rights-holder relationship (vertical axis), and the issue of power relations (horizontal axis). Taken together, the five dimensions provide a framework for measuring sustainable impact and change in the realisation of children's rights." (Getting it Right for children a CRP guide, 2008).

1. Changes in the lives of children. Change in this area could include which rights are being better fulfilled, and which rights are no longer being violated. Changes could relate both to the number of children affected, and the ways in which their lives have changed – which could be considered as the ultimate impact on children.

2. Changes in policies and practice affecting children's rights. This could include changes in policy (e.g. new legislation or changes in existing legislation), changes in the way that policies are implemented, and changes in attitudes and beliefs of government staff concerning the respect for, fulfillment of and protection of children's rights.

3. Changes in children's and young people's participation and active citizenship. This is often divided into two areas. The first would concern children's ability to influence the design and implementation of your own programmes. The second would include children's ability to influence issues beyond the programme level (e.g. increased recognition of children in public debates).

4. Changes in equity and non-discrimination of children. A central feature of a child rights approach is that rights apply to all children, and it is the responsibility of an organisation working for child rights to see that its own work reflects that. Any benefits or services should apply across different categories of children, including marginalised children, both within your own programmes and within wider policies and programmes.

5. Changes in the capacity of civil society and communities to support children's rights. Change here would include whether organisations and communities are more active in demanding child rights and whether community groups and individuals are more aware of violations of children's rights, and are able to identify duty bearers and hold them accountable. The improved capacity of partners to support child rights would be included under this dimension.

The ultimate aim of Child Rights Programming work is to contribute to the realisation of children's rights, which would be reflected in positive and lasting changes in the lives of children (the first dimension). All work resulting in changes under the other four dimensions should ultimately contribute to changes in the fulfillment of the rights of boys and girls.

At an overall level, the ToC is potentially coherent with the CSO strategy. SCS partnerships provide funds and expertise (build on SC(S)s own national programmes) to partners so that they can develop their organisations, skills and abilities and implement their operations in order to influence, monitor and claim the respect for child rights. Both the three roles and the five dimensions explain how rights-holders and



duty-bearers are involved in the processes of change as well as the different roles of the child rights defending CSOs. The evaluation will use the model presented in the document “Getting it right for children, a CRP guide” rather than the model used in the SCS final report 2009-2011.

The continuous desk review and the meta-study will explore how different outcomes and processes of change are related to the stages of the SCS theory of change.

6.3 Detailed Work Plan

			August				September				October				November			
	CLM	AH	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
Briefing meeting with SCS and Sida		1	X															
Desk review, development of methodology, preliminary interviews	1	2																
Meta analysis of past evaluations and reviews	8	3																
Drafting of inception report & planning	2	4																
<i>Submission of draft Inception Report</i>					31/8													
Feedback on inception report						7/9												
Stakeholder interviews, field visits, data collection	8	12																
Meetings with SCS					x		x		x		X			X	X		X	
Debriefing workshop of preliminary findings		1									X							
Drafting of evaluation report	6	9																
<i>Submission of Draft Report</i>														30/10				
Feedback from Sida & SCS															9/11			
Drafting Final Report	2	2																
Presentation seminar		1															22/11	
<i>Submission of Final Report</i>																		26/11
Total days	27	35																

Initials: CLM = Cecilia Ljungman Magnusson, AH = Annica Holmberg

Annex 1 - Documents (evaluations excluded)*Work in progress*Ministry for Foreign Affairs, Sweden

- Pluralism, Policy for Support to Civil Society in Developing Countries within Swedish Development Cooperation, Government Offices of Sweden, 2009
- Strategi för stöd genom svenska organisationer i det civila samhället 2010-2014, Regeringskansliet, Utrikesdepartementet, 2009-09-10

Sida

- Assessment of Save the Children Sweden's Proposal for fiscal years 2009-2011, SEKA/EO, 2009-01-22
- Bedömning av Rädda Barnens ansökan om bidrag för regeringens särskilda Barn- och Ungdomsstatsning, 2011-2012; Sida Civsam, 2011-08-22
- Bedömning avseende Rädda Barnens förlängningsansökan för verksamhetsår 2008, SEKA/EO, 2007-12-19
- Sida's Instructions for Grants from the Appropriation Item Support via Swedish Civil Society Organisations. Adopted March 2010 (with corrections as of July 2010)

SCS

- Getting it Right for Children, A practitioners' guide to child rights programming, 2007
- Applications to Sida 2008, 2009-2011 and 2012 including list of evaluations
- Progress report 2009 and 2010 to Sida Civsam
- Final report 2009-2011 to Sida Civsam



Evaluation of Save the Children Sweden's Support to Partner Organisations

This result oriented evaluation assesses to which extent Save the Children Sweden (SCS) has achieved the objectives in their International Programme. Two specific programmes regarding Child Protection and Child Rights Governance are in focus. Both these programmes receive funds from the Swedish Sida civil society appropriation and are implemented in a large number of countries. The evaluation has analysed the programme specific outcomes for the period 2009-2011 through two field studies, in Lebanon and the Philippines, and a meta-study of earlier evaluations from the same period. The processes behind the outcomes have been viewed in relation to rightsbased approaches, support to capacity development, advocacy work and good partnerships.

The evaluators found that Save the Children Sweden, through their partnership with civil society organisations, to a large extent contribute to effective and sustainable child rights promotion at different policy levels. Evidence was found of attitude and behavior changes among duty-bearers, civil society organisations as well as among rights-holders, in regard to children's participation and positive discipline. The evaluation concludes that SCS is contributing to a pluralistic civil society at national and regional levels that includes active and meaningful participation of children. The partnerships could however be further strengthened through longer cooperation agreements and a stronger commitment to the principles of mutual accountability and transparency on behalf of Save the Children.

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: S-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64

Postgiro: 1 56 34-9. VAT. No. SE 202100-478901

E-mail: info@sida.se. Homepage: <http://www.sida.se>

