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Sida Decentralised Evaluation

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Evaluation of Sida Support to ECPAT International

Final Report

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December 2016**

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Foreword

ACKNOWLEDGEMENT

The evaluation team would like to thank the ECPAT International Secretariat in Bangkok, Fundación Renacer in Colombia and the Ghana NGO Coalition on the Rights of the Child (GNCRC) in Ghana for their invaluable support in organizing and hosting the field work for this evaluation. The evaluation team is also grateful to all the ECPAT members, partners and individuals who participated in interviews, surveys, and focus groups, including the teachers, parents and youth from Colombia and Ghana. The evaluation team would like to thank Sida staff who contributed to design of evaluation, as well as Tana and SIPU staff for their support during the process.

Table of contents

Contents	
Abbreviations and Acronyms	8
Preface	9
Executive Summary	10
1 Introduction	15
1.1 Background	15
1.2 Focus of ECPAT International	15
1.3 Rationale and purpose of the evaluation	16
1.4 Specific objectives of the evaluation	16
1.5 Evaluation object and scope	16
1.6 Evaluation questions	17
2 Approach and methodology	18
2.1 Changing programme structure of ECPAT	18
2.2 Evaluation Approach	19
2.3 Limitations	21
3 Findings	22
3.1 Effectiveness	22
3.1.1 Effectiveness at outcomes and outputs level	22
3.1.2 Effectiveness relating to the overall ECPAT's objective	28
3.1.3 Effectiveness at network level	29
3.1.4 Evaluation questions related to effectiveness	32
3.2 Relevance	39
3.2.1 To what extent is ECPAT's modus operandi appropriate in relation to its mission of contributing toward ending the commercial sexual exploitation of children? Why? Why not?	39
3.2.2 How effectively has ECPAT responded to changing international environments and mechanisms and amended its strategies in response?	40
3.3 Efficiency	42
3.3.1 Has ECPAT's current way of working been efficient?	42
3.3.2 Is the relation between administrative and operational costs reasonable for an organisation of ECPAT's type?	44

3.4 Sustainability	45
3.4.1 Are ECPAT's approach and efforts appropriate to sustain intended results over time?	45
3.4.2 Does ECPAT have a resource mobilisation strategy that is systematically implemented?	47
4 Conclusions	49
4.1 Overall impact and value-added of ECPAT	49
4.2 Key challenges from implementation, including strategies and processes and lessons learned.....	50
4.3 Good practices and success stories	50
5 Recommendations.....	52
Annex 1 – Terms of Reference.....	53
Annex 2 – Strategic Direction of ECPAT	60
Annex 3 – List of documents	65
Annex 4 – List of interviewees.....	67
Annex 5 – List of focus groups.....	69

Abbreviations and Acronyms

ACERWC	African Committee of Experts on the Rights and Welfare of the Child
ASEAN	Association of Southeast Asian Nations
AU	African Union
AWID	Association for Women's Rights in Development
CMR	Country Monitoring Report
CRC	Convention on the Rights of the Child
CSEC	Commercial sexual exploitation of children
CSO	Civil society organisation
ECPAT	End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes
ED	Executive Director
EI	ECPAT International
EICYAC	ECPAT International's Child and Youth Advisory Committee
GNCRC	Ghana NGO Coalition on the Rights of the Child
ILO	International Labour Organization
NGO	Non-Governmental Organisation
OAS	Organisation of American States
OPSC	Optional Protocol on the Sale of Children, Child Prostitution and Child Pornography
OVCs	Orphaned and Vulnerable Children
SAARC	South Asian Association for Regional Cooperation
SAIEVAC	South Asia Initiative to End Violence against Children
SDGs	Sustainable Development Goals
SEC	Sexual Exploitation of children
SECO	Sexual exploitation of children online
SECTT	Sexual exploitation of children in travel and tourism
Sida	Swedish International Development Cooperation Agency
UN	United Nations
UNICEF	United Nations Children Fund
UNODC	United Nations Office on Drugs and Crime
UPR	Universal Periodic Review
VAC	Violence against children

Preface

The evaluation was conducted by the consulting firms SIPU of Sweden and Tana of Denmark between September and December 2016. This final report presents the findings, conclusions and recommendations from the Evaluation of Sida support to ECPAT International (ECPAT), commissioned by Sida. ECPAT coordinates research, advocacy and action to halt the commercial sexual exploitation of children (CSEC). The evaluation examined the effectiveness, relevance, efficiency and sustainability of ECPAT and the Sida supported programmes. It used a mixed method approach, including outcome harvesting and other methods such as qualitative analysis of documents, surveys, interviews, site visits and observation of activities.

Executive Summary

This report presents the findings, conclusions and recommendations from the Evaluation of Sida support to ECPAT International (ECPAT), commissioned by Sida. ECPAT coordinates research, advocacy and action to halt the commercial sexual exploitation of children (CSEC). Between 2012 and 2016, Sida provided 35 MSEK to ECPAT. The specific objectives of the evaluation were to assess effectiveness, relevance, efficiency and sustainability of ECPAT and the Sida supported programmes, as well as to identify strengths and weaknesses that can be used for learning and to improve the design of ECPAT's operations and programmes. A challenge in carrying out the evaluation has been the changes made in the overall results framework, making a comparison with the original objectives and intended results more complicated. Consequently, the evaluation used a mixed method, using primarily an outcome harvesting methodology to assess effectiveness.

Findings

Effectiveness

While the evaluation aimed to assess the effectiveness of ECPAT's work, many of the initiatives undertaken during the agreement period with Sida were too recent to show results at this time. However, a number of achievements, or potential results, are highlighted below:

Child and Youth Participation: The Victims' Bill of Rights Report is a tangible outcome of the Access to Justice Project implemented during this period. New mechanisms for consulting with children were adopted and as of late 2016, 500-600 youth from 24 network members were engaged in child and youth groups.

Network Development: During the period regional strategies for the network members were developed. Regional coordinators were hired (albeit without sufficient funding for some regions). Resources were also invested in capacity building and trainings at regional level and on issues such as sexual exploitation of children online (SECO), among others. Members appreciate and use the ECPAT Network Hub (Network Hub), an online information sharing resource on research and CSEC launched in 2013.

Research and Legal Issues: Three ongoing studies are 1) the Global Study on SECTT, launched in May 2016, which sheds light on the current situation and is worth mentioning also for its strategic partnerships that underpin the study. Plans regarding how to implement the recommendations are presently drafted and new staff is being hired, entailing that it is premature to assess its impact; 2) the Access to

Justice Project, focussing on children's access to justice, recovery and integration and compensation to provide network members better information on how to improve practical interventions and advocacy. At the time of this evaluation, one report was being published and two others being finalized. 3) the Terminology and Semantics Project initiated 2014 was hailed as another key accomplishment by partners.

Campaigns: A significant advocacy outcome for organisations working with children's rights and child protection was securing targets 5.2, 8.7 and 16.2 of the new Sustainable Development Goals (SDGs), covering violence, sexual exploitation, abuse and trafficking of children. ECPAT worked with UNICEF and international NGOs such as Plan and Save the Children, the UN Secretary General's Special Representative on Violence against Children and others to achieve this result.

Sexual exploitation of children online (SECO): ECPAT has been developing a global comparative review of national legal and regulatory frameworks regarding SECO, to be made available in a database. It will provide a quick overview of which countries have legal standards compliant with international conventions, and is intended to be used for advocacy to ensure that there are no safe havens for offenders. It is yet too early to see the impact of this work.

Has ECPAT achieved its intended results? While the evaluation found limited examples of outcomes during the programming period, for most of the programmes and projects, it was not possible to identify effects beyond output level. Many of the research reports and other written materials are still in a final stage of production or have recently been finalised. Moreover, monitoring and evaluation (M&E) is neither designed nor implemented in a way that makes it possible to systematically capture results at more overall levels. Despite commitments in the proposal for 2012-2015 on results monitoring, this has not materialised.

What is needed to ensure positive impact on children? As results for children are mostly realised at national level ECPAT needs to develop tools for measurement of the results of the network members' work.

Contributions to capacity development? Survey answers and interviews indicate that ECPAT tangibly contributed to capacity development of network members as well as increased knowledge and awareness of partners and stakeholders on CSEC and SECO, ranging from UN agencies to the private sector. However, a more systematic approach to capacity building of members and increased attention to the implementation of, for instance, UPRs and Concluding Observations of the Committee on the Rights of the Child are required.

Relevance

Adapting to Changing International Environment: The evaluation found ample evidence that ECPAT seized the opportunities to remain relevant. CSEC is an issue of global proportions, which the internet, expanded travel and new technologies have

exacerbated, and frequently made ever more elusive and challenging to address. ECPAT's collaborative research on SECTT, and work on the semantics project and on SECO are seen as cutting-edge and have helped placed ECPAT on the centre stage on these issues. Its work on the inclusion of SEC into the SDGs and the various initiatives implemented, as well as its work with regional bodies such as SAARC/SAIEVAC, the AU, OAS and EU, as well as at national level, should contribute to the SDGs targets. However, ECPAT has not clearly articulated how programming will contribute to the achievement of the targets to end CSEC and SECO.

Efficiency

Adequacy of administrative versus programming costs: A cursory comparison between ECPAT and Association for Women's Rights in Development (AWID), both primarily advocacy organisations receiving core funding from Sida, showed that AWID's average administrative costs in relation to expenses was about 12% during the agreement period, while ECPAT's was about 22%. However, considering that ECPAT does not allocate administrative costs to programmes while AWID allocates 10%, the ratio of administrative costs versus programming is similar in the two organisations. Given its modest budget, ECPAT has been efficient in leveraging resources to accomplish its mandate.

Sustainability

Sustainability of Results: To sustain results over time, institutionalisation is essential. This needs to cascade down from global to community level. Instruments to collect and analyse data to inform planning, policy and budgeting, as well as M&E, are also essential to hold governments accountable on their commitments on CSEC.

Implementation of ECPAT's Fundraising Strategy: While ECPAT's Fundraising Strategy was finalized in May 2015, fundraising activities have occurred over the last four years and ECPAT has increased its revenues since 2012. However, the review of the financial reports between 2012 and 2015 showed that total amount available to ECPAT increased overall, and the number of sources of funding decreased from 21 in 2012 to 13 in 2015, through a focus on larger donors but few of the planned fundraising activities of the Fundraising Strategy have been implemented to date.

Conclusions

In light of ECPAT leadership and contribution to major initiatives the past four years on the global stage it is widely regarded as an organisation that "punches above its weight". The key factors that contributed to this have been ECPAT's strong leadership and committed staff, its in-depth expert knowledge and the strategic partnerships it has engaged in to achieve these results, which must continue and expand if CSEC is to be eliminated by 2030 according to the SDG agenda.

The ultimate outcome of ECPAT's programming is "to eliminate child prostitution, child pornography and child trafficking for sexual purposes". Although information is lacking and statistics incomplete, there is agreement that the situation regarding CSEC is worsening, due to a variety of factors, such as the Internet, increased mobility and new technologies, rather than being reduced let alone eliminated. This disquieting situation does entail for more strategic thinking, prioritisation and monitoring and evaluation for increased impact.

While monitoring progress on ECPAT's results at all levels is a difficult task given the clandestine and criminal nature of CSEC and SECO, more efforts are needed to collect and report on the results that are achieved by ECPAT at all levels, including at the national level. Consequently, a more robust monitoring and evaluation system is needed. This will require resources and the continued and enhanced collaboration of a number of stakeholders.

The new and more active roles expected from ECPAT's members have allowed for more dynamic work, which also brings new challenges, such as a lack of funding to follow through with initiatives at the national and regional level. ECPAT's fundraising strategy and how funding is raised overall and shared between the Secretariat and members should be reviewed. ECPAT also needs to find solutions to some of the challenges associated with the Secretariat being located in South East Asia, identified in the evaluation.

Recommendations

1. A strategic vision is fundamental to the achievement of sustainable results, but requires time and dialogue. ECPAT needs to ensure that the overstretched Secretariat has space for strategic thinking, including increased focus on achievements instead of activities. ECPAT should also articulate how the various initiatives and levels of the organisation contribute jointly to the anticipated ECPAT results and in complementarity to end the sexual exploitation of children by 2030. (short term)
2. To better account for its resource use, as well as for learning purposes, ECPAT should develop and implement a monitoring and evaluation system, including a results framework with indicators and targets at different levels (global regional, national), and which includes the country level in collaboration with other stakeholders involved in addressing CSEC and SECO. (short term)
3. Going forward, ECPAT should review its fundraising strategy as a whole organization with its members to ensure that it is the most effective possible to reach its programming objectives in the coming years. (medium term)
4. ECPAT should consider a more systematic approach to the capacity building of network members to improve members' ability to produce and account account

for results (outcomes), as well as build their capacity on new or alternative fundraising strategies, etc. (medium term)

5. Meaningful children's participation is not easily achieved and maintained. Since ECPAT's present model is still new, it should be the object of a review in two or three years. Present efforts to build coalitions in member countries should also be monitored to assess their advantages and disadvantages. (medium term)
6. ECPAT should explore the possibility of developing an overall results framework in which all donors' contributions are included. ECPAT should initiate a dialogue with Sida and its other donors to move into this direction. (long term)
7. Finally, ECPAT should review whether it needs a more sustained presence in Europe or North America and take measures accordingly. (long term)

1 Introduction

This final report presents the findings, conclusions and recommendations from the Evaluation of Sida support to ECPAT International commissioned by Sida, in response to the Terms of Reference provided in Annex 1. The evaluation was conducted between September and December 2016.

1.1 BACKGROUND

In 1996, the first World Congress on the Commercial Sexual Exploitation of Children (CSEC) convened in Stockholm attracted extensive media attention on what was then called “child sex tourism”. Since then, Sida has provided financial support to ECPAT International (ECPAT), a global network of civil society organisations that coordinates research, advocacy and action to end sexual exploitation and abuse of children.

Between 2012 and 2016, the total budget/revenues of the ECPAT International Secretariat were 14.756.696 USD (124.561.994 SEK). The total contribution from Sida was 35 MSEK, representing 27% of total contributions to ECPAT. The initial agreement was divided as follows: 19 MSEK to core activities and 7.5 MSEK earmarked for ECPAT’s Child and Youth Participation programme. In an amendment 5 MSEK were earmarked for combatting the exploitation of children online (SECO). ECPAT also received a cost extension from Sida for an additional 10 months (July 2016 – April 2017) amounting to 6.5 MSEK. Of this amount 3.5 MSEK were for 2016. Other donors to core activities include the Oak Foundation, Irish Aid and several other donors that offer unrestricted funds.

1.2 FOCUS OF ECPAT INTERNATIONAL

ECPAT coordinates research, advocacy and action to halt the commercial sexual exploitation of children. It supports the protection of children and empowerment of 90 members in 82 countries. Advocacy is at the centre of its work that seeks to rally a global movement demanding comprehensive and coordinated action to end the commercial sexual exploitation of children (CSEC).

During the agreement period, ECPAT developed two strategic frameworks to guide its work. The first contains six areas of focus, and was revisited at its International Assembly in 2014, which identified four change goals to guide ECPAT from 2015 onward. The strategic priorities for 2012-2015 and change goals 2015-2018 with expected results /measure of success are listed in Annex 2.

1.3 RATIONALE AND PURPOSE OF THE EVALUATION

Sida has supported ECPAT for some 20 years but, according to the ToR, this is the first evaluation commissioned by Sida to assess the results achieved by ECPAT. A previous organisational evaluation was commissioned in 2011, with funding from Sida and the Oak Foundation.

The aim of Sida, in commissioning the evaluation, is that it should be used by Sida to inform a potential new core support to ECPAT for 2017-2020, and on the other hand, be used to provide ECPAT staff with useful information when designing the new proposal/strategic direction. As outlined in the ToR, the evaluation was also intended to inform ECPAT's international Board of Trustees, direct partners and other development partners.

1.4 SPECIFIC OBJECTIVES OF THE EVALUATION

The specific objectives of the evaluation was to assess effectiveness, relevance, efficiency and sustainability of ECPAT and the Sida supported programmes, and to identify strengths and weaknesses that can be used for learning and to improve the design of ECPAT's operations and programmes.

In addition, the Terms of Reference (ToR) (Annex 1) required the consultant to analyse the overall impact and value-added of ECPAT; analyse challenges to the success and the lessons learned; highlight the lessons learnt from results achieved, the process followed, and the strategy applied; provide recommendations categorized as a short-term, medium-term and long-term; highlight good practices, success stories, and instructive anecdotal information; and analyse and assess the added value of ECPAT.

1.5 EVALUATION OBJECT AND SCOPE

The evaluation was guided by the four OECD/DAC evaluation criteria: effectiveness, relevance, efficiency and sustainability of ECPAT International at the global level, as well as issues at the regional level and national levels (Colombia, Ghana and Thailand to a certain extent).

In accordance with the ToR, the evaluation covers the 2012-2016 period, as prior to 2012 ECPAT had a different *modus operandi*. From 2013 ECPAT introduced a new management systems, strategic plans and annual work plans, and Sida and ECPAT consider this period to be the most useful to evaluate as it is believed to generate the most relevant information on its achievements.

The evaluation covered the entire ECPAT activities and operations, with field visits to the ECPAT Secretariat in Bangkok, as well as Colombia and Ghana.

1.6 EVALUATION QUESTIONS

Following from the ToR, the evaluation covers the following criteria and questions:

Assessment of effectiveness: To what extent has ECPAT achieved, or is likely to achieve, intended results? If so, why and if not, why not? To what extent does ECPAT's work contribute to capacity development and strengthening of relevant institutions/partners? What more can be done to make their interventions more effective? Where would ECPAT prioritise its efforts to ensure greater impact on children at risk and victims of sexual exploitation?

Assessment of relevance: To what extent is ECPAT's modus operandi appropriate to its mission of contributing towards ending the sexual exploitation of children? If so, why and if not, why not? How effectively has ECPAT responded to changing international environments and mechanisms, and amended its strategies in response?

Assessment of efficiency: Has ECPAT's current way of working been an efficient way to operate? Is the relation between administrative and operational costs reasonable?

Assessment of sustainability: Explore whether the approach and efforts are appropriate to sustain intended results over time. Does ECPAT international have a clear resource mobilization strategy that is systematically implemented?

2 Approach and methodology

The evaluation was qualitative in nature, based on multiple lines of evidence to assess effectiveness, relevance, efficiency and sustainability, and used a combination of primary and secondary sources from various data collection methods, as outlined below:

- Primary data sources:
 - Key informant interviews with ECPAT internal and external stakeholders
 - Surveys with network members (n=90) and partners (n=23)
 - Field visits to the Global Secretariat in Bangkok and two sample countries – Colombia and Ghana.
 - Observation of ECPAT activities (Bangkok and Ghana)
- Secondary data sources:
 - Document review (ECPAT documents such as strategies, work plans, annual progress reports, financial reports, research reports, etc. (See Annex 2).

2.1 CHANGING PROGRAMME STRUCTURE OF ECPAT

The evaluation team undertook a desk review of available documents to further refine the methodology proposed in the ToR. This review revealed that ECPAT's strategic direction, programming and reporting structure changed during the period covered by this evaluation, July 2012 to June 2016.

The desk review found that in its funding proposal to Sida for 2012-2015, ECPAT presented a results framework. The long-term goal (ultimate outcome) was “To eliminate child prostitution, child pornography, child trafficking for sexual purposes and encourage the world community to ensure children everywhere enjoy their fundamental rights”. This goal has not been used for follow-up, but the Secretariat has confirmed repeatedly that it remains valid.

The overall programme objective (or purpose) was: “To be proactive in promoting effective, innovative, sustained and unifying action in the ECPAT network and with other stakeholders”.

The framework outlined four intermediate outcomes:

1. stronger network organisation;

2. implementation of policy and legal frameworks strengthened;
3. awareness on CSEC raised; and,
4. children and youth empowered to participate.

In the July 2013 – June 2014 Annual Progress Report to Sida, ECPAT notified that changes in the structure and key programme areas had taken place during the year. Accordingly, the work plan for 2014-2015 now contained four thematic programmes: participation, legal programme, Sexual exploitation online (SECO) and Sexual exploitation in tourism and travel (SECTT), and five regional programmes.

The Annual Progress Report for 2014-2015 indicates that two thematic programmes were added: research and policy and, network development and governance. In addition, there were now six regional programmes, with two dealing with organizational development.

The intermediate and immediate outcomes, as well as the outputs of the initial results framework, were replaced with one overall objective and three to six specific objectives for each programme. For example, the overall objective for the child and youth participation programme is “To ensure that the voices of CSEC survivors are reflected in policy, legislation, programs and practice at local, national, regional and international levels”. The corresponding specific objectives were to develop the capacity of network members to enable CSEC victims’ voice to be heard, to promote understanding on child and youth participation, and to strengthen models to realise the rights of children victims of CSEC.

In mid-2014, ECPAT undertook a strategic planning process and at the International Assembly in December 2014, a new Strategic Framework was adopted and contained four change goals:

1. put children’s voices at the heart of the ECPAT network;
2. develop the network;
3. convene, broker and lead cutting-edge research, knowledge creation and dissemination;
4. build a global campaign to end CSEC.

In the July 2015 – June 2016 annual report to Sida, the change goals constituted an overall structure for the reporting of achievements during the year. The work plan process was purportedly aligned with the new organisational framework.

2.2 EVALUATION APPROACH

The evaluation adopted a mixed method approach to answer the evaluation questions. Effectiveness was primarily assessed through outcome harvesting. The focus of this method is on collecting evidence of achievements, rather than assessing results against pre-determined objectives. The outcome harvesting provided an overview of intended and unintended results of ECPAT’s work, regardless of whether they had

been formalised in results frameworks or other reporting structures. The information was mainly collected through study of documents, interviews and surveys. Information about relevance, efficiency and sustainability was collected through document review, interviews and surveys.

A survey of members and partners and field visits served to triangulate findings. For example, the survey of the 90 network members and the field visits to Colombia and Ghana both showed that there was an abundance of achievements not always well documented at the national level.

Document Review

As ECPAT projects are often implemented over several years or activities, e.g. Country Monitoring Reports (CMR) are repeated with certain regularity, it was possible to follow developments in successive work plans or reports. A list of the documents reviewed is provided in Annex 2.

Semi-Structured Interviews

The evaluation team conducted interviews in Bangkok, Colombia and Ghana, and with international partners and stakeholders by phone. A total of 17 interviews were conducted in Bangkok, 18 in Ghana and 11 in Colombia. Six international partners were also interviewed as part of the evaluation; a list of people interviewed is provided at Annex 4.

Focus Group Discussions

Six focus groups were conducted in Colombia, including Fundación Renacer staff, youth survivors of CSEC, parents and community leaders, as well as teachers. In Ghana, three focus group discussions were carried out with members of the GNCRC coalition and with young women survivors of SEC and CSEC. A list of focus groups conducted is provided at Annex 5.

Surveys

A survey containing ten questions was distributed, in English, French and Spanish, to all 90 member organisations. Almost half of the network members (46%) responded, with more than half not answering. Presumably, there are multiple reasons for this. Language may be one of them; the evaluation did not have resources for translation into Russian and from Eastern Europe and Central Asia, where there are 17 members, only three responses were received. By contrast, Latin America had the highest response rate, with 10 of 13 members filling out the survey. In Western Europe, nine members returned the survey and from Africa there were eight responses (see Section 3.1.3).

Another survey focusing on achievements at the global level was sent to international organizations which have collaborated with ECPAT during the agreement period, such as UNICEF, UNODC, ILO, the African Union, and private sector organizations

such as the Body Shop and the ACCOR hotel chain, as well as some NGOs. The response rate to the partner survey was 60%, or 14 out of 23.

Observation of Activities

In Bangkok, the evaluation team observed the proceedings of an expert meeting of the South Asia Initiative to End Violence against Children. In Ghana, various activities were observed, such as a child protection committee meeting and a theatre play, set up by a school club (see Box 2 in Section 3.1.2).

2.3 LIMITATIONS

ECPAT is a complex far flung organisation that works at global, regional and national level and was in the middle of a complex change process during the 2012-2016 agreement period. In addition, ECPAT is “a moving target” as it has seized opportunities as they appear. Strategic directions and results frameworks were revised during the agreement period and the monitoring and evaluation functions are weak. As suggested in the ToR, two countries were visited in addition to the Secretariat in Thailand. Both represent useful examples of the work of an ECPAT member and a coalition. However, the findings or observations relating to them are not representative of the whole network. In fact, several stakeholders, including ECPAT staff, made it clear that there is a wide variety, in terms of focus, scope and capacity across countries and regions where ECPAT is present. Still, they provide examples of the work carried out at national level and helped to triangulate findings obtained from other sources.

That only half of network members answered the survey is a limitation, but highly and important information was obtained, which added to data obtained through other methods.

Taken together, the above points highlight that ECPAT was not an easy organisation to evaluate – especially with the very limited time and budget available. Other people in ECPAT’s network could also have been interviewed and additional documents reviewed. Still, the team considers that this report answers the questions of the ToR sufficiently to inform the decision-making process of Sida, and provide guidance to ECPAT on the way forward for its programme.

3 Findings

3.1 EFFECTIVENESS

Amidst the different objectives and frequent changes of the ECPAT reporting structure, the main thematic areas remain relatively unchanged throughout the agreement period. These thematic areas will be used to structure this part of the report.

- child and youth participation;
- network development;
- research and legal issues (including SECTT);
- campaigning; and,
- sexual exploitation of children online (SECO).

3.1.1 Effectiveness at outcomes and outputs level

As mentioned earlier, evidence of results or potential results was collected through a document review, interviews with ECPAT staff and partners, as well as surveys answers from network members and partners.

3.1.1.1. *Child and youth participation*

- With the findings of the Access to Justice Project (see section 3.1.1.3) ECPAT has developed the **Victims' bill of Rights**. Intended to provide awareness that knowledge on children's rights and access to justice was lacking, the Report confirmed that children possess limited knowledge about their rights. A child friendly version of it, as well as posters in different languages, has been produced, and a version for younger children was being prepared at the time of the evaluation.

In October 2016, Secretariat staff were planning for the dissemination of the report, including distribution to the national level, translation into more languages, to enable further adjustments to national laws and building the capacity of police, lawyers and others to implement it. Consequently, more time is needed before it is possible to assess whether it will lead to specific and tangible improvements for children.

- Most child victims of sexual exploitation remain silent. ECPAT has long struggled to find ways to **document victims' stories**. Awareness raising videos on SECO, SECTT and the demand factor, which include victims' voices, have now been produced. The videos have been shown at various events where SECO

has been in focus. In November 2016, ECPAT convened a Global Forum for adult survivors of sexual exploitation in Strasbourg. Victims from other countries could join online.

ECPAT stresses that it is vital that these voices are heard in international advocacy as information crucial to the fight against CSEC. Another positive effect is that victims are bolstered through learning that they are not alone; there are other children who have been in the same situation.

- The **ECPAT International Children and Youth Advisory Committee (EICYAC) micro grants scheme** is mentioned in the 2012-2013 and 2013-2014 Annual Reports. Initially, it was to support innovative ideas of victims from CSEC, as well as children at risk, but ECPAT's narrowed its focus to victims, so no new projects were approved. Despite this, a handful of projects are still supported. ECPAT staff noted administrative complications with this sub-granting, such as the need to collect receipts for financial reporting. While extraordinary feats can be done with very modest resources, the limited number of projects and funding make it unlikely that such projects will have anything beyond a limited effect.
- New **mechanisms for consulting with children** were adopted following the 2015 review "The Opportunities and Challenges of Placing Children's Voices at the Heart of ECPAT: A Review and Recommendations on Young People's Participation in Organisational Governance". Authored by well-known expert on child participation Roger Hart, it is congruent with the main recommendation of the review: participation starts at local level. Child and youth groups have been formed and focal points in ECPAT member organisations are responsible for consulting with them and ensuring that their views reach the Board of Trustees. As of late 2016, 500-600 youth from 24 network members are engaged in child and youth groups. Meetings to build synergies between the regions and capacity building of all involved actors took place, but a baseline and explicit objectives would enhance the opportunities to assess children and youth participation in ECPAT governance.

3.1.1.2 Network Development

- In 2013, the ECPAT Board of Trustees adopted a **strategy for regionalisation**. Regional overviews, elaborated to form a basis for further work, showed that the network members are different and do different activities; some engage in advocacy, others work with direct interventions, and so on. Regional strategies started to be developed, and regional coordinators for Africa, Latin America and South Asia/South East Asia hired (albeit without sufficient funding for Latin America). As coalitions are considered more effective than members working on their own, ECPAT is also exploring how coalitions can be developed in a pilot project involving South Africa and India.

To manage and develop a network consisting of 90 members globally remains a daunting task. A 2013 joint evaluation of support to civil society engagement in policy dialogue, commissioned by several donors, including Sida, noted the pitfall of too many resources are tied to developing systems of coordination and organisation of networks, and less to action and influence. Its conclusion, that supporting the process of networking is more important than the establishment and operation of networks, is germane for ECPAT.

- The **Network Hub** launched 10 September 2013 was designed both as an online resource, containing research and information on CSEC themes and regions, and an environment where network members can collaborate and share information. The network members survey (see section 3.1.3) conducted as part of this evaluation, indicates that the Network Hub is appreciated and used by members, and should enhance the quality of the work to combat CSEC.
- A **child safe organisation toolkit** was implemented in ten countries, per the 2012-2013 Annual Report. The survey illustrates its popularity among members and that it is widely used for capacity building of other civil society organisations. An extract from donor reports indicates that 40% of 173 trained organisations (unclear during which period) developed child protection policies as a result of the capacity building.

3.1.1.3. *Research and legal issues*

- The **Global Study on Sexual Exploitation of Children in Travel and Tourism, launched by ECPAT in May 2016** was another major achievement for ECPAT. It sought to draw attention to sexual exploitation and abuse of children in the context of travel and tourism. It also marked the 20th anniversary of the first World Congress in Stockholm:

“Despite 20 years of efforts, the sexual exploitation of children in travel and tourism has expanded across the globe and out-paced every attempt to respond”, is a discouraging conclusion of the study.

ECPAT’s international partners (surveyed and interviewed) consider the Global Study as a key achievement not only for the light it shed on the current situation but also for the strategic partnerships that underpin the study. In addition, nine regional and 15 country reports, expert papers and a youth version were published. Plans regarding how to implement the 46 recommendations of the report are presently drafted and new staff is being hired, entailing that it is premature to assess its impact.

- The **Access to Justice Project** was first mentioned in the 2013-2014 Annual Report. The intention is to develop three reports to help empower children and

youth. Initially, research about children's access to justice, recovery and integration and compensation was to be carried out in several member countries, but for different reasons only Nepal, the Philippines and Thailand finalised the field research.

Several challenging questions emerged during the work, such as confidentiality and how to store data. At the time of this evaluation, "Through the eyes of the child: Barriers to access to justice and remedies for child victims of sexual exploitation" was about to be published. Two research reports on access to recovery and reintegration and access to compensation were also being finalised. These will provide network members better information on how to improve practical interventions and advocacy, according to Secretariat staff, although follow-up on this should be initiated from their launch.

- The **Terminology and Semantics Project** initiated in 2014 by ECPAT and ECPAT Luxemburg at the request of members and other organisations was hailed as another key accomplishment. It was led by an interagency working group, composed of experts, UN agencies and child rights organisations, worked towards agreements on the terminology to be used. Partners consider the updated terminology very useful for a variety of applications, including in the legal realm. The project concluded in early 2016 when the "Luxembourg Guidelines" were adopted by the working group. According to the 2015-2016 Annual Report, ECPAT intends to monitor the implementation of the guidelines.
- The 2012-2013 Annual Report states that Regional guidelines for protection of unaccompanied and separated children in Thailand, Malaysia and Indonesia are being prepared. The Annual Report for 2013-2014 notes that the guidelines have been completed.

According to information from Secretariat staff, the project started with an assessment by a university in Thailand, with funding from the UN. ECPAT was included for its expertise on trafficking. Guidelines were developed and based on them countries in the region have developed national guidelines and training of government officials and other relevant staff have taken place. The issue has supposedly been mainstreamed in the region, which should entail some improvements for unaccompanied and separated children, but no follow-up is available.

3.1.1.4 Campaigning

ECPAT not only works with long-term projects in accordance with annual plans, but seizes opportunities when they appear. Thus, numerous not-planned-for activities appear on the agenda and unintended results sometimes emerge, some of short term character, others with longer term implications.

- Likely the most significant of the latter kind of topics was the advocacy to ensure that ending violence against children became part of the new **Sustainable Development Goals (SDGs)**. ECPAT worked with the largest child rights organisations, including UNICEF and international NGOS such as Plan and Save the Children, the UN Secretary General's Special Representative on Violence against Children and others to secure SDG-targets 5.2, 8.7 and 16.2 that include violence, sexual exploitation, abuse and trafficking of children. The ECPAT Executive Director also informed Sida when advocacy was needed to ensure that an indicator related to sexual violence against children was included in the Global Indicator Framework for the SDGs. While ECPAT was not the only organization advocating for this, its contribution was mentioned by all international partners interviewed.
- Another key achievement to which ECPAT contributed, the survey of partners indicated, to **increased political commitment** to protect children from specific forms of sexual exploitation and abuse, in particular online child sexual abuse and exploitation, and improved understanding of this problem. For instance, this has been demonstrated in the fact that more than 70 countries have signed up to global commitments through the WePROTECT Global Alliance against Child Sexual Abuse Online and an increased number of countries ratifying the Council of Europe Convention on cybercrime.
- The ECPAT Secretariat encourages network members to engage in the **Universal Periodic Review (UPR) process** of the Human Rights Council. Members are supported to make submissions, on their own or as members of coalitions. Annual Reports and other documents contain little information about how successful these submissions are – in other words, if the recommendations are adopted. There is even less information as to whether the UPRs are used as national advocacy tools. And if so, whether the advocacy emboldens governments to introduce positive changes; or if the efforts produce results benefit children. Similarly, submissions to the Committee on the Rights of the Child are encouraged and facilitated by the Secretariat.
- The **Country Monitoring Reports (CMRs)** of member countries are aligned with the agenda from the Stockholm Conference in 1996 and contain information about manifestations of CSEC, as well as laws, policies and CSO interventions. Judging from Annual Reports and other sources, 15-20 CMRs are developed in network member countries annually. Normally, the details of the CMRs are prepared by interns or pro bono by law firms. However, the 2014-2015 annual report highlights that ten CMRs from the Latin American region were developed by ECPAT's members. The Secretariat would like to see a new CMR developed for each country every three to five years.

Considering the adoption of the new Sustainable Development Goals in 2015, and that the Stockholm agenda is 20 years old, ECPAT has considered reviewing the

CMR concept and will likely update it. ECPAT also encouraged member countries to develop situation analyses, which, contrary to the CMRs, are not only desk studies but also include new research.

The ECPAT Secretariat considers that the CMRs are important instruments for sharing information. UNICEF or Plan reports about related issues and refer to the CMR of the country in question. No formal follow-up of how the CMRs are being used has been carried out.

- The **Optional Protocol on the Sale of Children, Child Prostitution and Child Pornography** is outdated as the proliferation of sexual exploitation of children has exploded online. ECPAT is in communication with the CRC Committee about developing guidelines that can be endorsed by the Committee. Guidelines could be regularly updated, which is necessary given the rapid development of technologies.
- Together with Plan International, ECPAT launched the “**Unrecognised sexual abuse and exploitation of children in child, early and forced marriage**” report in October 2015. Although ECPAT considered it vital to make the link between early marriages, sexual abuse and the underlying commercial factors that characterize the practice, and it has been presented at meetings, ECPAT and Plan have still not decided how to make further use of it.

3.1.1.5. *Sexual exploitation of children online*

- ECPAT has been developing a global comparative review of national legal and regulatory frameworks regarding sexual exploitation of children online (SECO), to be made available in **a database**. The primary objective is to review the status of national legal frameworks and to assess their alignment with international and regional legal instruments.

In October 2016, 29 countries were included in the database, but all 92 members, flowing from the funding agreement with Sida, had committed to be included.

- ECPAT’s team working with SECO conducted an online consultation to determine what support members needed. The most frequent requests pertained to technical terms and how best to conduct advocacy on issues related to SECO. From the responses, an **online course** was designed, and all members invited to participate. Almost 500 representatives from different countries joined, and provided positive feed-back. A series of 17 fact sheets were developed and are in high demand.
- The certified **internet safe school project**, started in 2011 in four countries, was to increase the awareness of school management and administrators about children’s behaviour online and related risks. Training modules were developed

and training of trainers conducted. While ECPAT will not continue to engage in large scale training, the course materials are available and information can be shared through the Network Hub. As the project life is quite prolonged, an evaluation should be considered, preferably where the students are given suitable opportunities to provide input.

3.1.2 Effectiveness relating to the overall ECPAT's objective

As has mentioned previously, the 2012 application to Sida contained a results-based framework. The project objective (or purpose) should, following conventional results based management logic, indicate what the sum of interventions are expected to have achieved when the agreement period ends. In the ECPAT results based framework, however, the project objective merely relates to the work of the Secretariat:

“To be proactive in promoting effective, innovative, sustained and unifying action in the ECPAT network and with other stakeholders”.

The long-term goal (ultimate outcome) brings the focus back to achievements for children:

“To eliminate child prostitution, child pornography, child trafficking for sexual purposes and encourage the world community to ensure children everywhere enjoy their fundamental rights”.

This goal has not been used for follow-up, despite that the Secretariat confirmed its continued validity.

In fact, tangible results towards the elimination of child prostitution, child pornography and child trafficking for sexual purposes are difficult to find. This is partly due to many activities being initiated recently, so may be precipitate to expect results at either outcome or impact levels. Nonetheless, there are limited mechanisms for follow up beyond the launching of a report, a submission to the UPR process or an activity to build the capacity of network members or provide new information to the African Committee of Experts on the Rights and Welfare of the Child (ACERWC).

Solid results for children and young people are visible in the thematic area child and youth participation (see section 3.1.1.1. above). Micro projects can provide some protection - either prevention or rehabilitation - to children who are victims or potential victims. However, as there are less than ten such projects, few children are affected. Similarly, the child and youth groups set up in more than 20 countries engage only 500-600 children, so that this new mechanism for child and youth participation relatively also has limited scope.

Child friendly versions of reports, such as the Victims' Bill of Rights have, if widely disseminated, the potential to increase children's awareness about risks and knowledge about their rights. For sustainable steps towards eliminating CSEC, however, strong advocacy efforts to powerful actors, such as governments, law enforcement agencies and the private sector, is much needed.

3.1.3 Effectiveness at network level

The survey, distributed to the 90 network members, provides a great deal of information about how members perceive their accomplishments from 2012 to 2016, ECPAT's contributions to these, and what further support the members would like to receive from the Secretariat.

Seemingly, the responses - 41 members or 46% of the Members - do not represent an average of the members in terms of engagement and knowledge about CSEC issues. As 33 of the 41 respondents maintain that their organisations are very familiar with ECPAT and follow its activities closely, it can be assumed that they are among the most active and committed members.

3.1.3.1 Accomplishments

As to the most important accomplishments in the last four years, the member organisations account for work with a variety of issues; they run shelters, work with reintegration of CSEC victims and organise training to empower vulnerable children and prevent them from becoming victims. They conduct awareness campaigns and lobby governments to adopt legislation about specific aspects of sexual abuse and exploitation of children. Network members also train government officials and other stakeholders, and prepare submissions to international human rights mechanisms.

In general, there seems to be an overabundance of results, with several even directly affecting children. It is, however, difficult to establish exactly what has been accomplished, as the members often consider it a result to have lobbied the government regarding, for instance, the adoption of improved legislation on child pornography or sexual exploitation of children online; but do not elaborate if the advocacy was successful or not. While the evaluation found some examples of the results of this work in ECPAT's reports and through the field visits in Colombia and Ghana, overall the achievements have not been measured.

In the survey, the members were asked to assess the extent that ECPAT contributed to the achievements on a scale of 1 to 5, 1 being very little and 5 to a great extent. The answers indicate that ECPAT's contributions are quite significant, as some two thirds of chose 4 or 5, although a handful of respondents felt ECPAT contributed very little.

Activities and/or services offered by ECPAT considered useful by the members are research reports that many members take forward in their own context; capacity building, such as online training seminars, technical support; and, facilitation of regional collaboration. Most appreciated, however, is the Network Hub. Approximately half of the respondents specifically mentioned it, some enthusiastically: “The Hub is invaluable!” or “We use the Hub all the time”.

3.1.3.2. *Further support*

What further support do members need? The most frequent answer is greater economic resources. Many complain that funding has decreased and would, apparently, like to see fundraising on their behalf carried out by ECPAT, or redistribution of some of the funding the Secretariat manages to secure.

Several members also suggest that ECPAT design a global or regional campaign in which members can coordinate activities, thereby enhancing the visibility of the network.

Regarding ECPAT strengths, members praised the quality of the research reports, the knowledge and commitment of the staff, its reputation and legitimacy at the international level, and the capacity for coordination and mobilisation of stakeholders.

Members also complained that “There is a lack of clear and transparent strategy on network development - or this strategy has not been communicated”, according to one member. Others stated that decision-making and communication do not always function well: “ECPAT is not close enough to the reality on the ground. There is a gap between the international level and its members at the national level”.

An illustration to this gap is probably that the ECPAT Secretariat maintained there is an understanding between the Secretariat and members that fundraising for the Secretariat and members are done separately and that the Secretariat cannot undertake for members. While the ECPAT Secretariat does not fundraise for members, the Secretariat does not fundraise in countries where there is an ECPAT member.

Several members remarked that the Secretariat in Bangkok is understaffed. A few mentioned the language issue and think that English is too dominant. One notes that research reports are quite academic, while many partners require more practical capacity strengthening tools.

Some members commented on the ongoing regionalisation process; they consider it positive but worry that it will take time to implement the new structure, especially as there are members with limited knowledge about CSEC and capacity to prioritise issues.

<i>Box 1: Commercial sexual exploitation of children in Colombia</i>

In Colombia, **Fundación Renacer** (Renacer or FR) is a national member whose work on CSEC is focused on tourism and travel. FR works with a wide range of stakeholders, including several ministries at the national and district level, the police, the tourism industry, including secondary providers such as taxis tourist guides, street vendors, etc.), municipal government (Cartagena in particular), universities, NGOs, schools, community organizations and youth. FR runs a shelter to rehabilitate children who have been victims of CSEC.

The personnel of Renacer indicated that their use of a holistic therapeutic model, which includes working with the family to try to reintegrate the child in its home environment, as well as deploying a judicial investigation and redress through the courts. “However, we respect the wish of the child if they don’t want to go that route”, one of the psychologists noted. “The therapeutic process in Renacer takes about one year and a half. Some of the kids leave before they complete but out of five kids who leave the programme, three come back. Those who finish the program generally do not fall into CSEC again.” Since 2010, Renacer has rehabilitated over 550 children. There have been 267 charges laid (Renacer estimates that it represents 20 per cent of the cases identified) with 18 successful convictions.

Youth survivors of CSEC involved in prevention work in their community stated that training from the foundation allowed them to be involved in prevention work in the community. *“The best way to reach youth is with theatre and other recreational activities. It is important to use a language that they understand.”* They emphasised the importance of prevention and the need to focus on families. *“Our families did not look after us like they should have”,* they said. *“Schools, teachers and youth are also important to create protection environments for children and youth.”* They also described their studies, businesses and dreams and credited FR for the help they received to heal and move forward with a life project. *“It has given me clarity on where I want to go”,* said one young woman. *“Only one more month to go and I finish my bachelor in engineering”,* said one young man.

Renacer staff confirmed that prevention in schools is crucial. *“There is a need to work more with schools on prevention of kids dropping out of school. Because of their family situation they have difficulties learning. By the time they come to Renacer, they are no longer in school.”*

Networks of parents, youth and teachers in Cartagena trained by Renacer help with CSEC prevention in the community, often through recreation activities on days such as Mother’s Day, Day of the Child, etc. They also talk with other parents to identify cases of CSEC.

A group interview with representatives of the National Police, the Ministry of Labour and the Secretariat of Tourism in Bogota also provided some insights in the effectiveness and relevance of Renacer. *“Renacer has been a great help to the Inter-institutional Committee tasked with developing a national policy on CSEC. Members include ministries at national level and civil society represented by Renacer, which is a pioneer on CSEC.”* Renacer is recognized as a technical expert on CSEC and represents Colombia at regional and international level”, she elaborated. “Renacer built the capacity on the “Code” for the tourism industry. With them (Renacer), we are planning to train taxis drivers in Bogota”, informed the representative of the Secretariat of Tourism. The Police representative noted that 345 police for children and adolescents (work on prevention control, and judicial investigations in the whole country), as well as 330 tourism police and 146 neighbourhood police in Bogota have received training on CSEC. “We now know that it is a crime and the children are not to blame.”

Box 2: Commercial sexual exploitation of children in Ghana

Several of the approximately 60 members of the Ghana NGO Coalition on the Rights of the Child (GNCRC) members work with issues that include the commercial sexual exploitation of children (CSEC) or are closely related to the topic, such as the worst forms of child labour, child prostitution and child sexual exploitation online. These issues are not easily distinguished from other challenges children face from poverty, weakened family ties, consumerism, local gender norms, and poor enforcement of child protection laws, amongst others. Coalition members agreed that the methods they apply, such as awareness-raising of parents, efforts to get children who are about to drop out back to school and microcredits are very similar, whether they explicitly address CSEC or not. “I come from the northern part of the country, it is the poorest region. Young people leave and arrive to Accra where they need to find accommodation. But as job opportunities are few that is not easy - and prostitution becomes an immediate way out”, a representative of one of the coalition members says.

“Many children exchange sex for shelter or food. The oil and gas discoveries at the coast have led to an influx of workers and prostitution as well as early marriages has increased. With support from UNICEF we work to stop child marriages”, another coalition member explained. “Awareness-raising is important, sometimes parents do not see, or do not want to see what is happening so long as the children bring home money...”, he added.

One coalition member claimed that her organisation has taken 500 girls out of prostitution during the last several years. A meeting with some reveals how easily a girl from a poor family can be drawn into prostitution; pregnancy, an unhappy marriage or sexual abuse by a boyfriend cause shame and stigma. The girl has to leave home, but has nowhere to go....

Many GNCRC members also work with prevention, including setting up school clubs where different activities are provided and the students are made aware of risks. In a school at the Cape Coast, students perform a play about a girl told to bring some books to the teacher’s house and is raped by the teacher. The audience, especially the younger children, is enthusiastic. After the play the headmaster requests the students not to subject themselves to risks.

Child protection committees are established in communities all over the country. These committees are intended to reinforce the formal government structures that are often weak and lack resources and knowledge. Coalition members, as well as UNICEF and other UN agencies, work with these structures, and UNICEF hopes that, in the long run, it will be possible to implement a child protection system covering the entire country.

According to some coalition members, the child protection committees work very well. For instance, the evaluation visit included participation in a village meeting where girls’ workload compared to boys was taken up in a humorous way. However, there is also information about reticence to deal with sensitive issues, such as sexual abuse, and volunteer fatigue.

3.1.4 Evaluation questions related to effectiveness

3.1.4.1. *To what extent has ECPAT achieved or is likely to achieve intended results? Why? Why not?*

The intended results against which ECPAT reported to Sida for 2015-2016 are the change goals of the Strategic Framework. The first is “Put children’s voices at the heart of the ECPAT network”. The goal has not been operationalised and indicators to

assess whether ECPAT is on the right track to fulfil it have not been developed. To some extent then, it is a matter of semantics whether the goal is achieved or likely to be achieved.

However, section 3.1.1.1 indicates that positive steps are being taken. A new model for consulting with children and youth in the context of the EICYAC has been developed, the Access to justice-project will provide opportunities for children's voices to be heard – and the Bill of Rights is intended to empower children to claim their rights. In addition, videos and case studies, which include testimonies from children, have been produced.

An annex to the Strategic Framework contains a table with objectives for each change goal, outcomes/impacts and indicators. One outcome is that a “majority of ECPAT network members will have incorporated victims' voices in their governance, programmes and advocacy”. To the consultants' knowledge, these outcomes and indicators have not been used for monitoring – it is likely too early as they were adopted in 2014 – but they could be developed to serve as a framework for systematic follow-up.

Regarding the next two change goals, “Develop the network” and “Convene, broker and lead cutting-edge research, knowledge creation and dissemination”, progress has been made (see sections 3.1.1.2. and 3.1.1.3.). Secretariat staff stated that the research quality has been enhanced recently, with the present Executive Director initiating partnerships with academia; and, ECPAT now carries out rigorous, evidence-based research. Some partners interviewed volunteered that the quality of research at the Secretariat level had improved.

The overwhelming majority survey respondents appreciate the research reports and agreed that the research is useful for them. However, to repeat, it is quite likely those answering the survey are the most active members, and not representative of the entire network. The Management team of the Secretariat emphasises that the current priority issue is to strengthen the capacity and competence of the network. Several measures, such as the regionalisation and the new positions as regional coordinators, have been initiated to make the network “fit for purpose”, or in other words, to scale up the efforts to end CSEC by 2030.

The outcomes and indicators regarding network development in the Strategic Framework mainly deal with internal issues, such as the number of new members and regional strategies being implemented. They need to be complemented with results that would make a difference for CSEC victims and children at risk.

As to the fourth change goal, “Build a global campaign to end CSEC”, it was decided in 2014 to cancel the campaign and instead produce research on the state of CSEC in travel and tourism 20 years after the first Global Congress in 1996 (see 3.1.1.3). The Secretariat informed that one of the reasons for conducting the Study was that rapidly

changing nature of SECTT required up-to-date research and data. ECPAT further stated that at least half of its members worldwide have been conducting public awareness campaigns related to ending SECTT during the agreement period. It was also noted that the launches of the Study at global, regional and national level, ministerial briefings, special events, were conducted as part of the 2016 Year of Action Campaign.

The project objective (purpose) presented in the proposal to Sida in 2012 is about the Secretariat: “To be proactive in promoting effective, innovative, sustained and unifying action in the ECPAT network and with other stakeholders”. As has been described, the Secretariat works with numerous issues, reports are produced, members are supported with capacity building, and advocacy campaigns are designed and so on. In some sense, this indicates the Secretariat is proactive and the action it promotes is effective, innovative, sustained and unifying. Whether it is sufficiently proactive, effective, innovative, sustained and unifying is a matter of definition.

More importantly, though, this purpose should be replaced with one that summarises what ECPAT plans to have achieved for children who are victims or potential victims of CSEC when the next programme period ends. The ultimate outcome (goal), finally, is “to eliminate child prostitution, child pornography and child trafficking for sexual purposes”.

Although information is lacking and statistics incomplete, there seems to be an agreement that the situation regarding CSEC is worsening, due to a variety of factors, such as the Internet, increased mobility and new technical devices, rather than being reduced, let alone eliminated.

This does not mean that efforts by ECPAT and the network members are in vain, but does raise the need for more strategic thinking, prioritisation and evaluation, along the lines of: Which are the most effective measures for preventing children from becoming victims of CSEC? How can offenders be stopped from abusing children? What should be the first priorities of governments, law enforcement agencies and other key actors? How can ECPAT and its partners lobby for the most effective actions to be taken at international, regional, national and local level? And are there activities that are less effective, which could be phased out?

Last, but not least, is the need for more realistic objectives and comprehensive and sustained monitoring and evaluation.

3.1.4.2. To what extent does ECPAT’s work contribute to capacity development and the strengthening of relevant institutions/partners?

The Secretariat has emphasised the distinction between different types of capacity development. “Pure” capacity development is just one element of the work with members and partners. Strengthening of members through, for instance, technical

support, knowledge sharing and facilitation of collaboration, such as regional consultations, are also important means to build and develop capacity. Opportunities to participate in webinars, regional consultations and other opportunities for exchange were also highly appreciated by most members. Several members also highlighted that they find the research reports – and sometimes the opportunities to participate in the research – useful and worthwhile to take forward in their own context. Among the opportunities for learning, the most useful one is the Network Hub, which in an online information sharing resource, aimed at providing support and inspiration to the members.

The survey responses indicate that the work of ECPAT contributes tangibly to capacity development and strengthening the active network members. However, other network members have more limited expertise and do little work on CSEC. The Management team in Bangkok noted that as the quality of the research has increased and ECPAT is more globally and regionally active, there is now a need to develop the network, preferably in accordance with a network development strategy. The regionalisation plan and the regional coordinators provide new opportunities to enhance the capacity of the members of the respective regions. With funding from European network members, it has, for instance, been possible to organise training on the CRC and the African Charter, and on trends of CSEC for African members. A common concern, however, is that the acquisition of new competences is not accompanied by funding, so that some member organisations do not have the resources to make use of the capacity strengthening efforts by the Secretariat.

Capacity development in a broad sense does not only target networks members but also UN human rights mechanisms, and other partners and institutions, such as law enforcement agencies and the private sector. This work is largely about getting a buy-in from influential organisations and people; ECPAT has labelled the model “leading from behind”, and stresses that it is often quite successful, primarily as ECPAT has the requisite expertise.

The Human Rights Council, the CRC Committee and UN rapporteurs are examples of human rights mechanisms at global level that ECPAT has influenced “behind the scenes”, either through briefings, and openly via written or oral submissions.

However, a recent review of the CRC Committee monitoring of the Optional Protocol on the sale of children, child prostitution and child pornography (OPSC) by the University of Essex Human Rights Clinic illustrates weaknesses in the monitoring of the OPSC. For example, several states did not report on recommendations previously made by the Committee and there were no attempts to include new issues, such as the use of internet, in the review process.

An internal assessment of the impact of the ECPAT network’s contribution to eleven UPRs shows that its recommendations were reflected in some 30% of the final Human Rights Council’s recommendations addressing CSEC and trafficking. Despite

this rather low figure, ECPAT thereby contributed to making these issues the most visible child rights related topic in the UPRs of the eleven states.

3.1.4.3. What can be done to make these interventions more effective?

The member survey suggests that ECPAT offers relevant capacity building to network members that have the capacity to make use of it. Seemingly, the efforts to increase the capacity of other key actors, such as human rights mechanisms and law enforcement agencies, also contribute to enhanced capacity.

To ensure that different needs are met, ECPAT should, however, develop a more systematic approach to the capacity building of network members; with assessments of needs, training modules for different levels and simple but systematic tools for follow-up. Also for the work with partners, ECPAT should develop – and use – a standardised model for follow-up. Ideally, this work should be guided by a network development strategy. The findings of the two research reports above (see section 3.1.5.2) illustrate the importance of analysing where to allocate scarce resources to produce results.

It is equally important not only to consider the input to the international or regional human rights mechanisms but also the output and how it is used. For interventions to be effective there must be follow-up at country level of what happens to the concluding observations from the CRC committee and the UPRs.

Funding appears to be a serious concern for several members. Are there innovative steps that could work? Do the members express interest in training on fundraising and proposal writing? Are there untapped opportunities to link members in need of resources with ECPAT members in Europe that run development projects?

3.1.4.4. What would ECPAT need to prioritise to ensure positive impact on children at risk and victims of CSEC?

In all its activities, ECPAT needs to not only put children's voices at the heart of the network, but also make impact on children at risk and victims of CSEC a focus.

Presently, children at risk and victims of CSEC are not very visible in the programme structure of ECPAT. Indeed, in the initial results based 2012-2016 framework, there was an ultimate outcome (goal) that says: "To eliminate child prostitution, child pornography, child trafficking for sexual purposes...". This goal remains valid, but it has not been used for reporting during the agreement period. Other objectives in the 2012-2016 programme structures that potentially could have addressed effects for children have not been used for coherent reporting either.

Instead, emphasis has remained on immediate outcomes and outputs; reports have been produced, submissions made to the CRC Committee, a new mechanism for

consulting with children was adopted, and so on. It is unclear, however, how the report or the submission will benefit children. Is the objective, for instance, that governments should adopt new laws or policies? Is it increased awareness or more resources that are needed? The results of work relating to these issues materialise at national level, which means that it is in the network member countries that achievements should be assessed.

A positive example of planned follow-up was found in Ghana, where the GNCRC submitted an alternative report to the CRC Committee for the examination of Ghana's periodic report. The CRC Committee examined the Ghana report in 2015 and in the Concluding Observations it criticises the failure to implement anti-trafficking legal frameworks, lack of guidelines to ensure mandatory reporting of cases of child sexual exploitation, amongst others.

The GNCRC plans to follow up the concluding observations and the measures the Government takes. A round-table discussion with involved stakeholders has been organised in one region, and similar events are planned in others. A list of follow-up questions, including some about CSEC, are linked to the CRC Committee's recommendations, and will be used at these events.

ECPAT enjoys legitimacy and reputation for its expertise and produces research that is appreciated by the network members. Efforts to strengthen the network have been initiated and a new mechanism for consulting with children adopted. In summary, important steps have been taken and with the obligations under the new SDGs in place on governments as well as donors, there is hope that the increasing prevalence and incidence of CSEC will be reversed.

ECPAT staff and the UN partners interviewed highlighted that there is inadequate data on violence against children generally, and on its other manifestations such as CSEC, SEC, including online. It is even more difficult in the case of SEC because of the stigmatization and the fact that it is a criminal act. Better monitoring systems at the country level need to be developed. ECPAT and its network of members and affiliates can advocate at the country level on these issues, which will require alliances with a variety of stakeholders, including government, UN agencies, the private sector and NGOS. This will also require ECPAT to continue to augment the capacity of members, as this promises to be an immense agenda.

While ECPAT has made efforts to estimate the prevalence and incidence of CSEC and SEC and develop indicators, including with Interpol to help reporting, to do justice to its efforts and ensure positive impact on children at risk and victims of CSEC, however, ECPAT needs to develop a comprehensive monitoring and evaluation system - and use it for systematic follow-up, despite the difficulty, given the criminal and hidden nature of CSEC and SEC, as ECPAT has documented. It is crucial that the follow-up reaches all the way to the abused and vulnerable children who are supposed to benefit from the interventions. As the results for children are

found at country level, this would mean involving the network members in the monitoring.

With increasing collaboration between the international, regional and national levels – visible in regional strategies, regional coordinators and so on – a standardized planning and reporting model for the member countries should be conceived. Perhaps, the most formidable challenge will be to keep this system simple to avoid it being discarded. The design of a comprehensive monitoring and evaluation system will require time, resources and partnerships with key stakeholders.

Likewise, eliminating CSEC by 2030 according to the SDG agenda will require more efforts at all levels of the organization, as well as strategic thinking, setting priorities and an increased focus on documenting results rather than activities.

Box 3: Several plans but weak implementation in Ghana

The Ghana NGO Coalition on the Rights of the Child (GNCRC) has requested the Government to develop a national plan of action on CSEC.

There are already several issue-specific action plans in Ghana, for instance on VAC and OVC, and a national plan of action on how to combat the worst forms of child labour. Officials at the Child Labour Unit of the Ministry of Employment and Labour Relations state that the previous plan, which expired earlier this year, was not very useful, as there was no budget attached. Now, a new action plan, with a budget, has been adopted. The officials also pointed out that when it comes to child labour, the Government prioritises cocoa farming and trafficking, supposedly because these issues attract international attention.

The low rate of implementation of action plans, policies and strategies was criticised by the Committee on the Rights of the Child in its examination of Ghana's last periodic report.¹ The GNCRC plans to initiate a follow-up as to how the Government implements the recommendations in the Concluding Observations (see section 3.1.5.4).

People interviewed point out that ECPAT does not have a strong profile as an organisation in Ghana. The coalition coordinator agrees and considers it a priority to ensure stronger visibility. Coalition members concur, but state that to ensure better visibility, they need resources. The GNCRC thinks that ECPAT should share the funding it receives from donors with its members.

The coalition members are satisfied with the capacity building support received from the regional office in Bangkok, and consider reports and other material useful. The regionalisation is positive, as it brings increased recognition: "There are no tangible results for children yet, but an achievement is that the African Union now sees CSEC as an issue", the coordinator said.

¹ Committee on the Rights of the Child, Concluding observations, Ghana third to fifth Periodic Report, 2015

3.2 RELEVANCE

3.2.1 To what extent is ECPAT's *modus operandi* appropriate in relation to its mission of contributing toward ending the commercial sexual exploitation of children? Why? Why not?

The review of documents and interviews with a variety of stakeholders shows that since 2012, with the arrival of a new Executive Director (ED), ECPAT embarked on a new strategic direction and has become more globally and regionally active. While the ECPAT Secretariat still serves its members, it is no longer primarily a grass roots network organization but has become an actor active at all levels, from the global to the community.

In its Strategic Directions 2012-2015 document, ECPAT identified that to be more effective in its work to eliminate CSEC, it needed to improve research, knowledge, tools and innovative models to better counter CSEC. Building and enhancing strategic collaborations for effective action against CSEC with external partners was also identified, particularly building and enhancing intergovernmental partners and regional bodies, such as UNICEF, ILO, UNODC, SAARC/SAIEVAC, ASEAN, OAS, and the African Union, amongst others.

ECPAT also planned to focus on supporting human rights mechanisms and the incorporation of States commitments in legal frameworks and support and monitor their effective implementation, e.g. through support to the UN Secretary General's Special Representative (SR) on Violence against Children and the Special Rapporteur (SR) on Sale of Children, Child Prostitution and Child Pornography; and developing advocacy strategies with other NGOs pressure governments to ratify relevant standards. And not least, it emphasized that it needed to empower boys and girls to participate meaningfully in programmes and policies that impact their lives.

In 2014, ECPAT revisited the global environment, which culminated in the Global Strategic Framework 2015-2018 and Beyond report, approved at the 2014 ECPAT Assembly. As noted in the Methodology Section, the Framework includes four intersecting change goals.

Based on a review on annual reports, interviews with ECPAT staff and partners, the evaluation found that ECPAT has largely followed through with this agenda. The *modus operandi* is that the Secretariat intervenes mostly at the global level, while network affiliates focus primarily on the national and regional levels, aided since 2014 by regional coordinators. The Secretariat and the network collaborate at the regional level to lobby regional mechanisms such as the OAS, AU, ASEAN, for example.

While the strategy still needs to be honed and strengthened, notably with adequate resources, ECPAT members and staff interviewed agreed that regionalization is useful, as SEC is a trans-border issue that cannot be resolved solely at the national level. And in Latin America, Colombia, Brazil and Peru affiliates collaborate on trans-border trafficking issues. Regionalisation also allows influencing regional mechanisms, which in turn can bind country governments. To ensure cohesion and focus in the work at the regional level, regional strategies with priorities were developed. While it is early to assess whether network members effectively implement these strategies, several stakeholders praised ECPAT's work with regional mechanisms to bring SCEC and SECO to their attention and action, as economic and political regionalization has been underway for some time. For example, a stakeholder noted that on children's human rights, countries are increasingly reporting to the African Union, rather than the CRC. This allows for dialogue with the various governments and can work as a regional peer review mechanism. However, as mentioned earlier, while regionalization is still relatively new for ECPAT, the achievements to date are promising.

Some stakeholders cautioned that ECPAT needs to strike a balance between work at the national and global level to ensure that children are directly benefiting from the advocacy work of ECPAT, through prevention and the implementation of protection systems, services and justice for victims. While this is a risk, the evaluation team did not find evidence that global advocacy is being done at the expense of national level work. Indeed, ECPAT has developed a capacity development and each of its programme areas provides technical support to members. However, the member survey and interviews during the field visits highlighted that shrinking financial resources at the national level is problematic for some members.

Another aspect of recent ECPAT operations has been the participation of youth in programming and in the governance of the organization. While the evaluation did not delve into the governance issue, the team was told that ECPAT has been restructuring how youth participate in its governance, namely to make it more meaningful. At programming level, certainly in countries such as Colombia and Ghana, youth and victims of SCEC participate in prevention and advocacy activities in their communities, and their voices are heard. A focus group with survivors of SCEC during the field visit to Colombia confirmed that youth play an active role in raising awareness in their schools, particularly through theatre and other activities. Focus group participants also noted that feedback from youth on how to better support them in their journey to recovery and prevention work is also encouraged and acted upon.

3.2.2 How effectively has ECPAT responded to changing international environments and mechanisms and amended its strategies in response?

The review of ECPAT's strategic documents and interviews with external stakeholders provide ample evidence that it has seized the opportunities to remain relevant within changing contexts. As ECPAT has documented, CSEC is an issue of

global proportions, which the internet, expanded travel and migrations have exacerbated, and frequently made ever more elusive and challenging to address.

All stakeholders interviewed mentioned the leadership role of ECPAT on the issue of CSEC and SECO during the agreement period, and that ECPAT was very active in advocating international treaties and commitments. ECPAT collaborated with the UN agencies and Special Rapporteurs for the inclusion of the SEC in the SDGs and at regional level with SEAIVAC the AU, EU and OAS. ECPAT contribution through national reports was also viewed as important and useful.

Similarly, all partners emphasised the importance of the Global Study on SECTT and the leadership role of ECPAT in initiating it and convening a high-level body of partners. It was the first study to reveal that offenders do not originate just from highly developed countries but also within many developing countries. Partners unanimously observed that ECPAT has to build and follow upon this finding and that SECTT should be the central focus going forward, and to strive to refocus policy-makers' attention on it.

ECPAT was also widely credited for tackling SECO through research, including legal frameworks, and advocacy. Again, the convening power of ECPAT was highlighted, which allowed it to develop relationships and partnerships with UN bodies, law enforcement and technology industries, among others. Stakeholders credited ECPAT's contribution in advocating for the Global Partnership to End Violence Against Children, which was put in place to address SDG 16.2: to end abuse, exploitation, trafficking and all forms of violence and torture against children, as well as the WePROTECT Initiative, a 50M£ initiative of the UK government. Regarding the role of ECPAT, "ECPAT pushed, cajoled and pushed again", noted a stakeholder.

All partners emphasised the need for ECPAT to continue building strategic alliances and partnerships at the national, regional and global level to effectively address CSEC and SECO, using its convening power to keep the issues in view of policy-makers. ECPAT is regarded as "the" organization with the competencies and in-depth knowledge to elevate these issues on the global, regional and national agenda, and to keep them there. The challenge, as was pointed out, is to do this work with limited funding. Some stakeholders suggested that ECPAT would need 10-20MUSD to really have a chance to address these issues effectively.

As discussed throughout this report, ECPAT has been an active champion for the inclusion of SEC into the SDGs. And the various initiatives ECPAT has implemented, and its work with regional bodies such as SAARC/SAIEVAC, the AU, OAS and EU, as well as at national level, should logically contribute to the SDGs targets. However, ECPAT has not clearly articulated, through its strategic and programming documents, how its initiatives and strategies, including how the global, regional and national levels, will work and complement each other and will contribute to the achievement of the targets to end sexual exploitation of children.

One challenge will be to measure the impact of the initiatives in the context of CSEC/SECO, which remain largely invisible due to stigma and its illicit nature. The issue of measuring impact arose in interviews with UN partners are struggling with how to measure the impact on children. UNICEF for instance, noted that for child protection, it often resorts to proxy indicators, e.g. countries that have legislation, policies, prevention, as well as response programmes and services in place; how many children access services, etc. On the issue of prevention, measurement is even more challenging. Cost to society of not preventing abuse and SEC is viewed as a possible indicator. Given the human and resources of ECPAT, measuring the impact on children is not an endeavour that it can achieve alone. Stakeholders suggest that partnerships with other NGOs working on child protection, along with partners at the regional and national level, including the education sector and community organisations, will be necessary to tackle this challenge. ECPAT indicated that it is currently implementing a two-year project with Interpol to establish an indicator on the number of unidentified children whose abuse images have appeared online to contribute to SDG monitoring related to SECO.

3.3 EFFICIENCY

3.3.1 Has ECPAT's current way of working been efficient?

3.3.1.1 Rebuilding and Restructuring

The current agreement period was a period of transition for the organisation. As noted in the Effectiveness section, the numerous changes in the programme structure of ECPAT International (ECPAT) between 2012 and 2016 left the organization in constant flux during that period. Simultaneously, it has been very active advancing programming across its mandate following the achievements documented in its annual reports.

The Secretariat, over the course of about a year, reviewed each of its programmes at the global, regional and national levels. In addition, it implemented a regionalization process that included a situation analysis and consultations with various stakeholders, culminating in regional plans and priorities, and a reformulation of its strategic framework. The programme reviews sought to better integrate the work of the Secretariat and its network members, and to focus and streamline ECPAT work, concentrating on its added-value. A senior ECPAT staff member stated: “It was a rigorous process. This led to the ECPAT Strategic Framework in 2015, which aligned the regional strategies with ECPAT’s strategic framework and the programme areas”.

Programming restructuring was accompanied by a change in the relationship between the Secretariat and its members. Staff indicates that ECPAT has changed from being a grouping of grassroots organizations with a Secretariat, primarily serving its members

and coalitions, to an organization that intervenes at the global (through the ECPAT Secretariat), regional (through regional coordinators) and national (though members and coalitions) levels. It may be premature to assess the efficiency of this model. But based on discussions with regional coordinators and field visits to Colombia and Ghana, the new emphasis on targeting regional mechanisms, such as the AU in Africa and the OAS in Latin America, is well regarded for holding national governments increasingly accountable to their international commitments on child rights, including the elimination of CSEC. It was noted however, as it is more effective at the global level to count on high profile individuals to move agendas, that same is true at the regional level and as such regional coordinators who are technical experts should benefit from the political support of prominent individuals from the region.

3.3.1.2 Web-based tools

Tools such as the legal database on national legislation regarding SECO and the Network Hub are viewed as efficient mechanisms to share information and build the capacity of members. Webinars have been offered to members but staff felt some challenges were experienced and need to be tweaked for it to become a more effective capacity building tool.

3.3.1.3 Efficiency of the South East Asia location

Several staff and partners interviewed indicated that the location of the Secretariat in Bangkok was not optimal. While a costing study in 2014 found that having an office in Bangkok office was the cheaper option compared to having office in Europe or the US, it did not take into consideration the toll of travelling - human and financial - to and from Bangkok. Globe-trotting is challenging and taxes the ED ECPAT and program staff's time. There also is travelling required for the ED and program staff to various parts of the world to interact with members and partners, as well as the UN organizations and donor agencies that ECPAT seeks to influence. Finally, it is difficult to recruit and retain international staff in Bangkok for a variety of reasons, including the cost of educating children in English in Thailand, which is prohibitive compared to the salaries that ECPAT can offer.

Some partners noted that while originally it made sense to have ECPAT HQ in Bangkok, the realization that CSEC is a global issue suggests that ECPAT would be better served to re-locate in Europe or North America. It was argued that advocacy work and fundraising would be easier if ECPAT was located closer to the hubs where donors and UN agencies are located and that ECPAT Board of Trustees should consider this option. ECPAT's Colombia member, Fundación Renacer, also noted that the great distance between Bangkok and Latin America was an impediment for more frequent face to face interactions between the programme staff at the Secretariat and its members in the region because of the travel distance. However, other partners and stakeholders did not find that the location in Bangkok to be a concern. At any rate, several partners agreed that establishing a presence in Geneva in the foreseeable

future would increase efficiency in terms of ECPAT's global advocacy and fundraising activities.

3.3.2 Is the relation between administrative and operational costs reasonable for an organisation of ECPAT's type?

Both ECPAT and AWID are member organizations that focus on advocacy and building the capacity of its members, and both receive core funding from Sida. Although the evaluation team did not investigate in-depth what each organization includes in programming and administration, a cursory comparison between the two shows that AWID's average administrative costs in relation to its total expenses was about 12%, while ECPAT's was nearly double, at about 22%. However, based on an interview with ECPAT's Operations Director and a representative from AWID, ECPAT does not allocate administrative costs to programmes while AWID allocates 10% of its administrative costs to programmes. Taking this into account, the difference between ECPAT and AWID in terms of administrative costs versus programming is similar.

Table 1: Comparison of Administrative Costs between ECPAT with AWID

	ECPAT International			AWID	
2012	Administration	255,191	2012	Management, Fundrasing	709,274
	Total administration	255,191		Total administration	709,274
	Total budget USD	1,960,589		Total budget USD	6,201,513
	% of total	13.02%		% of total	11.44%
2013	Adminsitration	422,523	2013	Management, Fundrasing	505,611
	Total administration	422,523		Total administration	505,611
	Total budget USD	1,324,100		Total budget USD	3,441,748
	% of total	31.91%		% of total	14.69%
2014	Administration	502,442			
	Executive Office	205,673			
	Planning, dev, fundraising.	100,00	2014	Management, Fundrasing	651, 008
	Total administration	708,115		Total administration	651, 008
	Total budget USD	3,651,649		Total budget USD	4828331
	% of total	19.39%		% of total	13.48%
2015	Administration	448,425			
	Planning, dev, fundraising.	383,951	2015	Management, Fundrasing	384,936
	Total administration	832,376		Total administration	384,936
	Total budget USD	3,835,367		Total budget USD	4,697,763
	% of total	21.70%		% of total	8.19%

Given its modest budget, ECPAT has been efficient in leveraging resources to accomplish its mandate. However, the above does not take into consideration

additional resources that ECPAT leveraged in addition to the core funding both organizations receive from Sida. The evaluation could not explore the in-kind resources that AWID leveraged, but found that ECPAT did leverage its modest resources. In 2015, the ECPAT Secretariat staff maintained that with annual core funding of 700.000USD per year from Sida and the Hilton Humanitarian Prize of 1.5MUSD received in 2013 that served in part to fundraise, the organization raised up to \$3MUSD from other sources, resulting in a total budget of nearly 4MUSD in 2015.

In addition to the increased funding during the agreement period, the Secretariat's staff provided several examples of leveraging in-kind resources to achieve more than its budget would have otherwise permitted. The prime example was the Global Study on Child Exploitation in Travel and Tourism, where the budget for the Secretariat was 250.000USD but the total was estimated at 1MUSD, if considering all the in-kind resources poured into it from the 67 partners that contributed to the study using their own resources that helped produce 42 expert papers, 9 regional studies and 15 country studies. The Ministry of Foreign Affairs of the Netherlands also provided funding to ECPAT members and coalitions to prepare country studies.

The ECPAT Secretariat also received in-kind support from high level experts to lead program reviews, develop strategies (e.g. strategy to end online child exploitation, youth participation, etc.), provide advice, advocate on its behalf or facilitate access to donors. The ECPAT Secretariat also received pro bono contributions from a legal firm for its legal research on SECO valued at 228.000EU. For the Semantic project, various stakeholders contributed their own resources. The ECPAT Secretariat also has access to a research advisory committee made up of academics who provide their time for free or a small fee.

3.4 SUSTAINABILITY

3.4.1 Are ECPAT's approach and efforts appropriate to sustain intended results over time?

In the last four years, ECPAT has been very active programming, research and advocacy of CSEC and SEC, as seen in the Effectiveness Section. How will the outcomes of these initiatives be sustained? Based on interviews with a variety of stakeholders at the Global, regional and national level, to sustain results over time, institutionalization is essential. But it also needs to cascade down from the global to the community level. Instruments to collect and analyse data to inform planning, policy and allocate budgets, as well as monitoring and evaluation, are also essential to hold national government accountable on their commitments on CSEC, as part of the SDGs.

As ECPAT works at all these levels, its approach and efforts to institutionalize results should be and have been targeted at all these levels, although weaker in the

monitoring of results, as discussed earlier. In terms of its approach, there is a division of labour between the role of the ECPAT Secretariat and the network affiliates. Whereas the former intervenes at the global and regional arena, ECPAT members and coalitions intercede at the national and community level, which is a real strength of ECPAT, in the eyes of its partners, given the size and the reach of the ECPAT network.

One key approach the ECPAT Secretariat has adopted for its global level initiatives, and which holds promise for the institutionalisation of the results, is to partner with several key organizations to jointly steer and implement them. In addition to giving more visibility to the initiative, these institutions also “own” the products or the outcomes. Prime examples of the use of this approach include the Global Study on SECTT, the Semantics Project and the ECPAT initiative on SECO, which brought together a variety of high level stakeholders. Several partners and Secretariat staff noted that this was an effective strategy for ensuring that partners then disseminate the results in their own organisation and networks. For example, UNICEF disseminated the “Semantics Guidelines” to all its country offices to use as a tool to advocate national level effective legislation and policies.

International partners and stakeholders noted that at a macro level, the treaties, conventions and the commitments of regional bodies ensure a degree of sustainability of the results achieved, as states committed to the SEC targets associated with the SDGs. International monitoring mechanisms associated with the UPRs, CRC, SDGs help sustain results at the global level to some extent. ECPAT has used the same approach regionally to ensure that agendas and commitments made at the global level form part of the agenda of regional bodies such as the AU, the OAS and ASEAN.

Ultimately, sustainability will be realized when national governments institutionalize their commitments. For instance, the Special Rapporteur of the UN Secretary General on violence against children notes that governments need to develop effective legislation, and plans to prevent and respond to violence against children, including access to counselling, legal advice and representation to seek redress, recovery and reintegration.

The national reports that ECPAT affiliates produce is an input to the process of holding governments accountable on their commitments to prevent and address CSEC. Monitoring what governments do, and fail to do, and advocating for adequate legislation, policies, services for victims of CSEC and prevention has been the role of the ECPAT network affiliates and is a vital part of sustaining the results at the global level. In some cases, ECPAT network members substitute the role of the state where governments are not meeting their engagement to uphold the rights of children on the issue of CSEC.

ECPAT members, such as Fundación Renacer (FR) of in Colombia and visited as part of this evaluation, are exemplary in its commitment and effectiveness on all these

fronts over time (advocating for legislation, services, redress, prevention, etc.), and supporting victims of CSEC through rehabilitation and judicial processes to regain their rights as children. It has also worked extensively on prevention with the private sector in tourism, the school system and community-based organizations; and, in the city of Cartagena, a prime tourism area, FR has been a key actor on the issue of CSEC and is highly regarded for its work. This continued work at the national level helps ensure that the gains made CSEC are sustained and expanded upon.

Following on the outcomes of the initiatives of the last four years presents a colossal agenda and challenge. The monitoring of the recommendations of the Global Study on SECTT alone will require substantial efforts from ECPAT at all levels, as will the work ECPAT has done on SECO. “While the potential is huge, the implementation of the 46 Global Study’s recommendations, some of which are very bold, will take a concerted effort. Follow up will require the capability to engage its ECPAT affiliates on a more intense level”, commented one partner. Other partners indicated that in the years to come, ECPAT will need to forge more alliances and partnerships at national level, regional and global level to succeed.

ECPAT has taken steps to meet these challenges. In terms of the Global Study, it recently hired staff for the follow up on the implementation of the recommendations, and has recently hired a person to head network development to increase the capacity of affiliates.

3.4.2 Does ECPAT have a resource mobilisation strategy that is systematically implemented?

ECPAT produced a fundraising strategy document in May 2015 to help mobilize resources in the future. To develop the strategy, the Secretariat undertook an environmental scan of donor trends, as well as SWOT and risk analyses. The document outlines a fundraising plan, as well as different targets to reach its objectives of raising 5.795.000USD by 2018.

While the Strategy was finalized in May 2015, fundraising activities have occurred over the last four years and ECPAT has increased its revenues since 2012, as Table 1 demonstrates. However, the review of the financial reports between 2012 and 2015 showed that while the total amount available to ECPAT increased overall, the number of sources of funding decreased from 21 in 2012 to 13 in 2015. ECPAT indicated that this reflects a decision to focus on larger donors, as smaller grants tend to be limited in terms of the costs they cover.

Under the Strategy, the ECPAT Senior Planning and Development Officer will facilitate the implementation of the fundraising plan and donor management coordination within ECPAT. The fundraising plan also seeks to mobilize the Board of Trustees to “play a key role in supporting the fundraising operation. Board members may play a role in advocating and fundraising for ECPAT with key bilateral

and multilateral institutional donors, or particular major donors.” Few of the planned fundraising activities of the Fundraising Strategy have been implemented to date.

ECPAT likely needs to review the issue of sustainability of its members and affiliates that have greater difficulty attracting funding. The survey of members indicated that some would like assistance from the Secretariat to implement different ECPAT initiatives. The field visits in Colombia and Ghana confirmed that accessing funding for their work is a difficulty for ECPAT members and coalitions. For the former, Fundación Renacer noted that bilateral donors have largely pulled away from Latin America, or as the case in Colombia in the child protection area, donors are focusing on providing funding for conflict affected children. Furthermore, the regional Coordinator for Latin America is not fully funded and works only half time on ECPAT related matters.

To implement the ECPAT agenda in the next few years will likely require not only building the capacity of the ECPAT network to work effectively at all levels but also having readier access to the resources that affiliates need to do so. This will likely require the network to further reflect on how funds are mobilized and allocated within the ECPAT network.

Another factor regarding the sustainability of the organization is the leadership strength of the ED who has focused on rebuilding ECPAT and raising the profile of both CSEC and ECPAT and attracting new funding, with the support of effective and committed staff. In addition, several stakeholders noted that the Board of Trustees is stronger, with a high-profile Chair, which has also contributed to raising the profile of ECPAT and CSEC. Through these factors, together with the projects it has undertaken and the research that it has produced, ECPAT has gained (or regained) recognition as the leading NGO in the CSEC domain. Stakeholders believe this can help ECPAT with the mobilization of resources, but only if the level and quality of leadership remains available.

4 Conclusions

4.1 OVERALL IMPACT AND VALUE-ADDED OF ECPAT

In light of ECPAT leadership and contribution to major initiatives the past four years on the global stage it is widely regarded as an organisation that “punches above its weight”. ECPAT’s increased engagement at the regional level to help pass resolutions on CSEC and SECO through regional bodies such as SAIEVAC/SAARC, the AU and the OAS that further oblige member states to commit to end CSEC through legislation, policies and resources also contributed to this recognition as an effective and relevant organization.

The key factors that have contributed to this have been ECPAT’s strong leadership and committed staff, its in-depth expert knowledge, as well as the strategic partnerships it has engaged in to achieve these results, which must continue and expand if CSEC is to be eliminated by 2030 according to the SDG agenda.

Its continued focus on the sexual exploitation of children, including online and for commercial purposes, set ECPAT apart from other organizations with broader mandates on child rights, child protection and addressing violence against children and has contributed to its recognition as a very relevant and effective organisation among global partners.

ECPAT’s brand is robust despite the organisation not being highly visible in all member countries. While some of its members are strong and have effected change at the national level, others need lack capacity to engage effectively at the national level and need more support. This owes in part to ECPAT’s lack of comprehensive systems to follow up its efforts that lead to changes in legislation, policies, resource allocation, awareness, attitudes or other improvements, actual or potential, for children. The need for improved capacity of members has been identified as a factor that impedes ECPAT’s effectiveness at the national level, where ultimately the rights of children are realized.

While monitoring progress on ECPATs results at all levels is a difficult task given the clandestine and criminal nature of CSEC and SECO, more efforts are needed to collect and report on the results that are achieved by ECPAT at all levels, including at the national level and as a result a more robust monitoring and evaluation system is needed. This will require the continued and enhanced collaboration of a number of stakeholders.

4.2 KEY CHALLENGES FROM IMPLEMENTATION, INCLUDING STRATEGIES AND PROCESSES AND LESSONS LEARNED

The ECPAT Secretariat has taken steps to increase the effectiveness of members through processes such as a regionalisation, with regional plans and priorities, as well as developing a capacity building strategy, which it has started to implement.

Most active Network members are satisfied with the capacity building and technical support received from the regional offices and the Secretariat, and tools such as the Network Hub. However, some members have been critical about the lack of a clear and transparent strategy on network development. A broader understanding of capacity building among members could help ensure adequate responses in line with the expectations of the Secretariat.

The new and more active roles expected from its members have allowed for more dynamic work, which also brings new challenges, such as a lack of funding to follow through with initiatives at the national and regional level. This is the case particularly in Latin America where bilateral donors have been reducing funding dramatically over the last few years, and where ECPAT members have experienced difficulty raising funds. ECPAT's fundraising strategy and how funding is raised overall and shared between the Secretariat and members should be reviewed. ECPAT also needs to find some solutions to some of the challenges associated with the Secretariat being located in South East Asia, identified in the evaluation.

There is scope to improve communication among members and with external stakeholders. The different languages spoken in network member countries and across regions hinder fluid communication and exchange of experiences, something that the ECPAT Secretariat and members will have to address at some point. In terms of external communication, the modest improvements in visits to the Facebook page over the time period highlights the need for a better strategy to increase ECPAT's visibility to accelerate awareness raising and action on CSEC.

4.3 GOOD PRACTICES AND SUCCESS STORIES

The institutionalisation of results is the key to sustainability and ECPAT has been successful in targeting institutions at the global and regional level that can put pressure on governments to act on their commitments to prevent CSEC and provide services to victims including redress through the courts. As noted in 4.2 ECPAT needs an effective and integrated strategy to ensure that members are in a position to fully take advantage of the cascading of states' commitments to the national level for the benefit of children, including following up on the SDG indicators.

Instruments or tools should be developed to better capture and good practices and success stories that are disseminated to members to benefit from, e.g. the Philippines purportedly has an exceptional online policies and legislation and Colombia has been successful in working with a range of stakeholders to address CSECTT, to name but two examples. ECPAT needs to find ways to overcome challenges associated with the number of languages that are spoken across network countries by better leveraging resources for translation so it does not remain an impediment.

Taking stock of the various manifestation of SEC in travel and tourism 20 years after the first World Congress on CSEC was hailed as a success story. However, as partners cautioned, there is a gigantic task ahead for ECPAT to ensure the implementation of the Global Study `s ambitious recommendations that will require a concerted effort. And, by all accounts the work on SECO is but a daunting task ahead.

As seen, the Secretariat has been under-staffed and has suffered high turnover, and not all its positions at the regional are fully funded, which has impeded ECPATs efforts to a certain extent. Moving ahead it will be important for the Secretariat and the network to take stock of where it can be the most effective given its human and financial resources and focus on a few but high impact areas building on its recent achievements.

While ECPAT has been able to increase its level of funding in the last four years and has been successful at leveraging resources, it needs to implement its fundraising strategy more systematically to increase and diversify its funding sources if it is to meet the challenges posed by CSEC in all its manifestations. And, as noted above, review the way funds are raised and shared among the network.

5 Recommendations

Based on the findings and conclusions of the evaluation, it recommends the following:

1. A strategic vision is fundamental to the achievement of sustainable results, but requires time and dialogue. ECPAT needs to ensure that the overstretched Secretariat has space for strategic thinking, including increased focus on achievements instead of activities. ECPAT should also articulate how the various initiatives and levels of the organisation contribute jointly to the anticipated EPACT results and in complementarity to end the sexual exploitation of children by 2030. (short term)
2. To better account for its resource use, as well as for learning purposes, ECPAT should develop and implement a monitoring and evaluation system, including a results framework with indicators and targets at different levels (global, regional, national) and which includes the country level in collaboration with other stakeholders involved in addressing CSEC and SECO. (short term)
3. Going forward, ECPAT should review its fundraising strategy as a whole organization with its members to ensure that it is the most effective possible to reach its programming objectives in the coming years. (medium term)
4. ECPAT should consider a more systematic approach to the capacity building of network members to improve members' ability to produce and account for results (outcomes), as well as build their capacity on new or alternative fundraising strategies, etc. (medium term)
5. Meaningful children's participation is not easily achieved and maintained. Since ECPAT's present model is still new, it should be the object of a review in two or three years. Present efforts to build coalitions in member countries should also be monitored to assess their advantages and disadvantages. (medium term)
6. ECPAT should explore the possibility of developing an overall results framework in which all donors' contributions are included. ECPAT should initiate a dialogue with Sida and its other donors to move into this direction. (long term)
7. Finally, ECPAT should review whether it needs a more sustained presence in Europe or North America and take measures accordingly. (long term).

Annex 1 – Terms of Reference

Terms of Reference: Evaluation of the Sida support to ECPAT International

Date: June 2016

Case number: 54040137

1. Background

Sida is commissioning an evaluation of the programme and projects of ECPAT International (henceforth ECPAT) as supported by Sida. Sida has supported ECPAT for more than 20 years and this is the first known evaluation commissioned to evaluate the results achieved by ECPAT (a previous organisational evaluation was commissioned by ECPAT in 2011).

ECPAT is registered as a non-profit organisation and is a global network of civil society organisations. It coordinates research, advocacy and action to end the commercial sexual exploitation of children (prostitution, trafficking, online exploitation and exploitation in travel and tourism). The organisation supports the protection of children and empowerment of 90 member organisations in 82 countries. ECPAT is led by an International Board of Trustees composed of eight Regional Representatives elected by network member organisations in their respective regions, plus a Chair, Vice Chair, Treasurer and Youth Representative, elected by the full network membership.

ECPAT's global Secretariat is based in Bangkok, Thailand with a team of about 25 professionals. Through global and regional coordination processes ECPAT promotes and supports collaboration, exchange of experiences and networking among its members and with external partners and stakeholders. Regional coordinators are based within their respective regions. The Secretariat is responsible for global advocacy and partnerships, and through its programme specialists aims to develop the capacity of the network members at the national level.

ECPAT assumes in its theory of change that it is dealing with a growing, mutating global problem, and its response and interventions must therefore be agile, multi-faceted, multi-country, multi-modal, and involving many actors. Having a mandate from the international community to monitor and draw attention to the commercial sexual exploitation of children (CSEC), ECPAT needs global reach and capacity beyond national borders. This is even more the case with the ubiquitous presence of CSEC on the internet, a factor which has moved CSEC in all its forms into a new paradigm, one where offenders operate with anonymity and impunity.

For this reason, the ECPAT Network is critical to ECPAT International's progress. The network needs to be strong and mutually accountable with members holding themselves to agreed standards. Collectively ECPAT needs to ensure that civil society groups against CSEC are present in all countries, and particularly where CSEC is most prevalent. The Network offers global focus combined with diversity of national action to suit local contexts. To respond effectively, the ECPAT Secretariat and Network needs to fully understand what is actually happening to children in real-time in this changing context, and to be able to identify and analyse latest trends for actors who need such information such as those charged with legislating and developing policy on this issue.

This knowledge creation needs to be informed by high quality information and research from National ECPAT members. Maintaining and increasing the interest of States and the multi-lateral system is critical and requires public campaigning pressure, combined with high-level global, regional, sub-regional and national advocacy, both of which should be underpinned by the voices of children who have become victims of CSEC. ECPAT needs to develop multi-year global campaigning to respond.

Sida currently supports ECPAT through core support (Sida internal reference number 54040137) and earmarked support for ECPAT's Global Child and Youth Participation Programme and for the Combating Sexual Exploitation of Children Online (SECO) Programme. Current agreement period is July 2012 – June 2016. This period is being evaluated due to the fact that prior to 2012 ECPAT had a different modus operandi. Around 2012 the way of working changed significantly and the organization introduced new management systems and models such as developing annual work plans, strategic plans. Therefore this period is most interesting to evaluate as the organisation is currently use the same modus operandi.

Total contribution is 31.5MSEK divided as follows: 19MSEK to core activities, 7,5MSEK earmarked for ECPAT internationals Global Youth Participation programme and 5MSEK earmarked for combating exploitation of children online. At the time of writing also a cost-extension is being prepared for an additional 10 months (July 2016 – April 2017) amounting to 6.5MSEK (cost-extension subjected to approval). Other donors to core activities are Oak foundation, Irish Aid and a few other donors that offer unrestricted funds. Sida funds represent 21% of the total contributions.

2. Evaluation purpose

The evaluation will, on the one hand, be used by Sida to inform a potential new core support to ECPAT for 2017-2020, and on the other hand, be used to provide ECPAT staff with useful information when designing the new proposal. The evaluation is also intended to inform ECPAT's international Board of Trustees, direct partners and other development partners. The overall purpose of this External Evaluation is to assess effectiveness, relevance, efficiency and sustainability of ECPAT and the Sida

supported programmes. Identified strengths and weaknesses will be used for learning and to improve the design of ECPAT's operations and programmes.

3. Evaluation questions

The questions below should guide the evaluation design to be developed during the inception phase.

Assessment of effectiveness: To what extent has ECPAT achieved, or is likely to achieve, intended results? If so, why and if not, why not? To what extent does ECPAT's work contribute to capacity development and the strengthening of relevant institutions/partners? What can be done to make their interventions more effective? Where would ECPAT need to prioritise its efforts to ensure positive impact on children at risk and victims of sexual exploitation?

Assessment of relevance: To what extent is ECPAT's *modus operandi* appropriate in relation to its mission of contributing towards ending the sexual exploitation of children? If so, why and if not, why not? How effectively has ECPAT responded to changing international environments and mechanisms and amended its strategies in response?

Assessment of efficiency: Has ECPAT's current way of working been an efficient way to operate? Is the relation between administrative costs and operational costs reasonable for an organisation of ECPAT's type?

Assessment of sustainability: Explore whether ECPAT's approach and efforts are appropriate to sustain intended results over time. Does ECPAT international have a clear resource mobilization strategy that is systematically implemented?

4. Delimitations

Time-period: The latest agreement period with Sida 2012-2016 (see background section on rationale).

Geographic focus: The evaluation will evaluate the entire ECPAT activities and operations. However specific field visits should be undertaken to: 1) ECPAT secretariat in Bangkok, and field visits to 2) Colombia and 3) Ghana. For consistency purposes the same evaluation team should undertake these three missions.

5. Approach and Methodology

The methodology to be used should be proposed by the consultant in the tender. It is expected that that the methodology and evaluation design is further described and explained in the inception report.

The evaluator is expected to use a combination of methods and information to be able to respond to the evaluation questions, such as:

- Desk review of relevant documents

- Discussions with ECPAT international senior management programme and regional staff;
- Interviews of partners and stakeholders;
- Consultation meetings and interviews:
- Interviews with relevant projects' staff
- Interviews with partners
- In-person interviews and focal groups when/where applicable

The inception report will form the basis for the continued evaluation process and method to be used, which shall be discussed and agreed upon (involving both ECPAT and Sida).

6. Stakeholder Involvement

It is expected that ECPAT senior management and project staff and its partners (network members, and beneficiaries) are involved during the evaluation process. The evaluator needs to elaborate in the submitted proposal how different stakeholder groups are to participate in and contribute to the evaluation process, reporting and dissemination phases of the evaluation. In addition, there will be a need to clarify how relevant stakeholders will be given the opportunity to participate in and provide on-going feedback, comments on the draft reports.

The evaluation would include, but not limited to, consultations/interviews with a range of stakeholders including:

- Members of the ECPAT Network
- Private sector partners
- Experts (those who voluntarily give time for specific projects)
- Members of High level Task Force –Global Study
- Members of Inter-Agency Working Group – Semantics Project
- Children's Environments Research Group (CERG) – Young people's role in ECPAT governance
- Law enforcement agencies (Interpol, Europol, etc.)
- WePROTECT Global Alliance
- UN Committee on the Rights of the Child
- Lazarote Committee
- Africa Committee of Experts on the Rights and Welfare of the Child
- UN SRSG – VAC
- Special Rapporteur Sale of Children, Child Prostitution, Child Pornography
- UN Agencies: UNODC, UNWTO, UNICEF, OHCHR, ITU, ILO, etc.
- Members of EICYAC
- Faith Based Organisations; Religions for Peace, Arigatou, etc.
- Virtual Global Task Force
- Members of the Dynamic Coalition on Child Online Safety of the InternetGovernance Forum
- Regional Mechanism/Entities: SAIEVAC, INN/OAS, AU
- Partner Civil Society Organisations

- European Financial Coalition
- INHOPE
- Internet Watch Foundation

7. Evaluation Quality

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation". These standards provide a guide to good practice in development evaluation, and identify the key pillars needed for a quality evaluation process and product.

The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation¹.

The evaluator shall specify how quality assurance will be handled during the evaluation process and stipulate what kind of mechanisms for quality control and consultation is foreseen.

8. Time Schedule, Reporting and Communication

The tender shall include an overall time and work plan including: essential delivery dates for the reports, field visits, and dissemination activities. The plan should also be clear on what deliverables will be included, such as draft and final inception reports, draft and final evaluation reports, and presentations, workshops or similar. The time and work plan can be further elaborated in the inception report.

The expected period for the evaluation process is August 22nd 2016 to December 31st 2016. A start up meeting is to be held end of August 2016. A firm deadline for the final report (in Word format) is December 16th 2016 with the aim of having the report in the layout format for publishing two week after. This evaluation period includes time for desk review, preparation of draft and final inception reports, the collection and processing of information, and preparation of draft and final report.

An Inception Report describing the approach, methods, further elaboration of the evaluation questions and a more detailed timeframe of the evaluation shall be submitted to Sida no later than August 26th 2016. The Inception report will delineate in more detail the approach and methods to be used in carrying out the evaluation. The inception report should be submitted for approval to Sida and ECPAT.

Feedback session should be held at the end of each field visit together with relevant ECPAT staff. A draft evaluation report should be circulated to ECPAT and Sida for comments. The final report should have clear structure and be presented according to Annex 3. The methodology used shall be described and explained, and all limitations shall be made explicit and the consequences of these limitations discussed. The final evaluation reports should also clearly:

- Analyze the overall impact. Analyze the challenges to the success and the lessons learned.

- Highlight the lessons learnt from results achieved, the process followed, the strategy applied.
- Provide recommendations categorized as a short-term, medium-term and long-term.
- Highlight good practices, success stories, and instructive anecdotal information.
- Analyze/Assess the added value of ECPAT.

A presentation of the draft report with preliminary findings is to be held at Sida with relevant staff, ECPAT management to be linked up by video-conferencing. The final evaluation report shall be presented at Sida, ECPAT management to be linked up by video-conferencing.

The final report shall be written in English and be professionally proof read. The report should be no more than 30 pages, excluding annexes. The Executive Summary should be 2-3 pages. The report should be delivered as a soft copy in Word format.

Regarding the day-to-day reporting, the evaluator shall report to Sida regularly on the progress – provide at minimum monthly status updates (more frequently if deemed by Sida or the evaluator). The modality could be over the phone or email as well as in person if deemed needed.

The evaluator shall, upon approval of the final report, insert the report into the Sida template for decentralised evaluations and submit it to Sida's consultant responsible for Sida's graphic profile (currently Sitrus), for publication and release in the Sida publication data base.

9. Resources

The assignment has a budget ceiling of: 500 000 SEK Sida will provide the evaluator with all the necessary documents in collaboration with ECPAT.

Documents for study by the evaluators includes, but not limited to:

- Agreement between Sida and ECPAT international 2012-2016
- ECPAT proposal and corresponding budget
- Annual Progress reports and corresponding financial statements
- Organizational Evaluation Report ECPAT international 2011, INTRAC
- ECPAT Strategic Directions 2012-2015
- ECPAT Strategic Framework 2015-2018, related external scan and Process Paper for design of SF
- Regional Strategies
- ECPAT International Strategic Programme Framework: Combating Sexual Exploitation of Children On-line
- Child and Youth Participation Programme- Strategy - March 2014
- The Opportunity and Challenges of Placing Children's Voices at the Heart of ECPAT's Review and

- Recommendations on Young People's Role in Organizational Governance (Roger Hart, May 2015)
- Recommendations to the ECPAT International Board of Trustees on strengthening child and youth involvement in ECPAT international governance (March 2015)
- ECPAT Website and Network Hub
- Report of International Assembly – December 2014
- Sample of some of ECPAT's Documents:
- Country Monitoring Reports
- National Situational Analysis
- E-Bulletin
- Research Studies
- Journals
- Fact Sheets
- Submissions to HR Bodies
- Regional Overviews
- Youth friendly publications

10. Required Skills and Experience

The tenderer shall propose a team that meets the qualifications below:

Qualifications – Team leader -Level 1. In addition to the qualifications for Level 1 in the framework agreement:

- Experience:
 - In-depth knowledge of child rights and protection issues.
 - Knowledge and/or experience in working with civil society networks
- Knowledge:
 - Strong knowledge of child rights and protection issues.
 - Excellent computer skills.
- Language:
 - Fluency in Spanish (due to field visits to regions)

Qualifications - other team members - Level 2. In addition to the qualifications for Level 2 in the framework agreement:

- Language:
 - Fluency in Spanish (due to field visits to regions)
- The evaluator must be independent of the evaluated activities and have no stake in the outcome of the evaluation.

11. Appendices

ECPAT application made to Sida 2012-2016:

- Annex 1 - Proposals for funding
- Annex 2 - Annual narrative report 2014-2015
- Annex 3 - Sida format for reporting

Annex 2 – Strategic Direction of ECPAT

Strategic Direction 2012-2015

1. Improve research, knowledge, tools and innovative models to better combat CSEC: Develop a cutting-edge research programme to inform interventions and advocacy messages, develop sectoral strategies, and develop innovative models and good practices for expansion within the network.

Expected Results

- Credible, reliable research data supported by sound evidence to ensure ECPAT is regarded as a leader in the field of CSEC research.
- A4A reports supported by quality research.
- Solid foundation for network advocacy efforts to make ECPAT positions more compelling to policymakers, advocates and development partners.
- Groups equipped with knowledge and tools to utilise research to support programmatic priorities.
- Expanded repository of innovations and good practices, based on experience and international standards.
- Criteria for good practices identified.
- Standard approach and focus within the network for addressing CSEC manifestations.
- Good practices documented and shared.
- Successful project replication supported, such as expansion of YPP, Make-IT-Safe, Child-Safe
- Organisations and Multi-stakeholder training

2. Building and enhancing strategic collaborations for effective action against CSEC with external partners

Expected Results

- Corporate business increases their awareness, respect and responsibility to advance the rights of the child through adoption of ethical policies and guidelines.
- Engagement of actors/stakeholders not previously active in combating CSEC, and expansion of current relationships.
- Increased adoption and implementation of Plans of Action and Memorandums of Understanding (MoU) by national, regional and intergovernmental institutions.
- Strengthened and improved regional mechanisms and processes enhance cooperation among (inter alia) governments, donors, UN agencies, civil society,

children organisations leading to more effective exchange, coordination and monitoring progress on combating CSEC.

- Legislative initiatives/reforms for child protection against CSEC increase and include provisions on responsibilities of the information and communications technology (ICT) sector.

3. Empowering boys and girls to participate meaningfully in programmes and policies that impact their lives

Expected Results

- Useful models of CYP are replicated.
- Innovative approaches to CSEC promoted through micro-projects and youth-led activities.
- Systems to involve children and youth have been institutionalised at all levels of the ECPAT network, including within governance structures and operationally through child and youth groups, forums and or committees (EICYAC).
- Children and youth participation facilitated and institutionalized within the ECPAT network.
- Greater comprehension of CSEC among children, child survivors and children at risk.
- Enhanced safety and well-being.
- The voice of at-risk and experiential children and youth reflected in community forums.

4. Strengthening public information and awareness raising to support behaviour change

Expected Results

- Targeted public education engages communities in calling for change and upholding the child's right to protection, particularly around the Rio Call for Action.
- Successful campaigns that reach the maximum audience on a local and personal level (modes of operation can consider the local context).
- Mobilisation of the public to call upon decision makers to implement programmes that protect children against sexual exploitation.
- Reduction of societal tolerance for the sexual exploitation of children and young people.
- Work group on men and boys engaged.
- Boys, adolescents and men have solid understanding of the sexual exploitation of children and young people and know how to prevent this, report cases and speak out on the issue.
- Mainstreaming of gender-sensitive policies among stakeholders.

5. Support human rights mechanisms and incorporation of States commitments in legal frameworks; Support and monitor their effective implementation.

Expected results

- A4A reports are proactively used to engage policy makers and influence public policies and national plans of action.
- Assessment of country NPAs (via A4A Reports) shows increase in multi-sector approach for addressing CSEC and more robust structural and operational implementation mechanisms.
- Partnership secured with NGOs, UN, and other organisations to engage in the fight against CSEC and mechanism to report progress (2013/2016).
- Special Representative and Special Rapporteur have support necessary to promote implementation of CSEC related recommendations of the UN Study on Violence against Children, and annual reports.
- Countries have ratified relevant legal standards.
- Stakeholders are cognizant of and implementing relevant legal framework and policies effectively and consistently.
- Committee of Rights of the Child receives sound information from civil society groups (ECPAT) and directly from children for its examination of State action to uphold the Rights of the Child against CSEC.
- Accountability by State parties for upholding the Rights of the Child from CSEC demonstrated in increased reference in reporting and participation of relevant stakeholders.

6. Strengthening EI as the leading network against CSEC

Expected results

- Effective and functional internal communications structures and processes.
- Enhanced reputation for providing effective technical services.
- Increased cooperation among ECPAT groups to facilitate information sharing and enhanced cross-learning among the groups and improved credibility and visibility.
- Improved credibility, influence and impact as a global movement against CSEC.
- ECPAT groups are better able to engage with external partners for strong anti-CSEC initiatives.
- Network Strengthened.
- Operationalised business plan, including a donor and fundraising policy.
- Expanded and diversified funding base supports network development goals.

Strategic Framework 2015-2018

GOAL 1. Put children's voices at the heart of the ECPAT Network

- Ensure that children's voice is the 'lens' for all ECPAT Network advocacy.
- Ensure, as a global imperative, more effective actions towards the identification and rescue of children, including online victims.
- Ensure that victims' voices are reflected in policy, legislation, programmes and practice in Member States where ECPAT has a presence. This should include sensitization of police and immigration officials.
- Create and gain support for a 'Bill of Rights' with and for child victims of sexual exploitation.

Measures of success

- Most ECPAT Network members incorporate victims' voices in their governance, programmes and advocacy.
- Key Member States include victim's voice in law, policies and programmes to agreed standards, and support the proposed Bill of Rights for child victims of sexual exploitation.

GOAL 2. Build a Global Campaign to end CSEC

- Develop a sustained, inclusive Global Campaign through a network-wide Media Strategy and effective partnerships.
- As part of the Global Campaign, increase high-level global and national advocacy, with a major thrust to fight On-line CSEC in all its forms and sexual exploitation of children through travel and tourism

Measures of success

- Increased awareness and public engagement leads to better prevention, community action, and increased pressure on duty-bearers.
- Increased action by governments, companies and other duty-bearers to take measures, including those online, in the fight against CSEC.

GOAL 3. Convene, broker and lead cutting-edge research, knowledge creation and dissemination.

- Build a Knowledge Coalition; act as a Policy Forum for CSEC.
- Catalyse Knowledge Creation by developing a common 'Umbrella' framework of concepts, definitions and language and systematic, mixed-method approaches to data collection and agreements on research ethics in relation to CSEC.
- Improve knowledge dissemination.

Measures of success

- EI Secretariat has augmented the quality, utility and promotion of cutting-edge research significantly to provide government, business, academics and CSOs, (including those within the ECPAT Network,) with the most useful and reliable information to fight CSEC.

GOAL 4. Develop the EI Network (more countries, higher capability)

- Clarify the governance and network model.
- Expand the Network.
- Strengthen the network through regionalization, capacity-building, and standards.

Measures of success

- All regions have an effective ECPAT presence, linking national, regional and international efforts, supported by the EI Secretariat.
- There is clarity on the roles of the different parts of the ECPAT Network, leading to greater collaboration and mutual accountability.

Annex 3 – List of documents

Committee on the Rights of the Child, 2015. Concluding observations, Third to fifth periodic report, Ghana

ECPAT International, 2016. Global study on sexual exploitation of children in travel and tourism, Ghana report

ECPAT International, 2016. Annual report to the Swedish International Development Cooperation Agency (Sida)

ECPAT International, 2013. Annual Report: Activity and Progress report, Period: July 2012-June 2013

ECPAT International, 2014. Annual Report: Activity and Progress report, Period: July 2013-June 2014

ECPAT International Secretariat, 2014. Work plan 2014-2015

ECPAT International, 2015. Annual Report to the Swedish Development Cooperation Agency (Sida), July 2014-June 2015

ECPAT International, 2015. Work plan 2015-2016, Summary

ECPAT International, 2014. Global monitoring status of action against CSEC

ECPAT International, 2014. Strategic framework

ECPAT International. Unfinished business, Strategic framework 2012-2015 and beyond

ECPAT International. Creating lasting change for children, Funding proposal 2012-2015

ECPAT International, 2013. Assessing the impact of the ECPAT network's contribution to the UPR

ECPAT International, 2015. The opportunities and challenges of placing children's voices at the heart of ECPAT: A review and recommendations on young people's participation in organisational governance

ECPAT International, 2016. All aboard! Stop sexual exploitation of children in travel and tourism, Youth-friendly summary

ECPAT International, 2015. Youth Journal, Good practices of child and youth initiatives in the prevention of commercial sexual exploitation of children

ECPAT International. Regional strategy for Africa, updated March 2016

Fundación Renacer (2015). Claves para un modelo de abordaje integral de la ESCNNA (explotación sexual comercial de niñas, niños y adolescentes).

Fundación Renacer (2015). Transformando Imaginarios. Una herramienta para la prevención de la explotación sexual comercial de niñas, niños y adolescentes como violencia basada en género.

GNCRC, 2014. Convention on the Rights of the Child (CRC) Alternative report

Itad & COWI, 2013. Support to civil society engagement in policy dialogue, Synthesis Report

Ministry of Foreign Affairs of the Netherlands, Plan International, Defence for Children, ANPCAN and GNCRC, undated. Girl Power Project, Protection Against Violence Strategy

Ministry of Foreign Affairs of the Netherlands, Defence for Children and ECPAT International, 2016. Offenders on the move, Global study on sexual exploitation of children in travel and tourism

Mahidol University, ECPAT International, University Sains Malaysia, Gadjah Mada University, Indonesia, 2013. Regional Guidelines for Responding to the Rights and Needs of Unaccompanied and Separated Children

University of Essex Human Rights Clinic, 2016. Review of the UN Convention on the Rights of the Child's oversight and monitoring of the Optional Protocol on the sale of children, child prostitution and child pornography

Annex 4 – List of interviewees

Name	Position/Title	Organisation
Ahorhi, Laurencia	Head	Police Anti-violence Unit, Ghana
Alainchar, Fadimata	Country Director	Plan International, Ghana
Amankwaah, Barima Akwasi	Coordinator	GNCRC
Allen, Ernie	Former President and CEO	International Centre for Missing & Exploited Children (ICMEC)
Anang, Christian	Official	Child Labour Unit, Ministry of Employment and Labour Relations, Ghana
Anguelova, Tania	Legal Officer, SECO Programme	ECPAT Secretariat, Bangkok
Arcila, Dolly	Directora, Cuerpo Técnico de Investigación Criminal (CTI)	Fiscalía General de la Nación, Cartagena
Azumah, Asore Simon	Board member	Women and Youth Support Centre, Ghana
Bellamy, Carol	Chair of the Board of Trustees	ECPAT International
Blankton, Robert	Board member	Life Relief Foundation, Ghana
Brown, Edmund	Official	Child Labour Unit, Ministry of Employment and Labour Relations, Ghana
Bruce, Florence	Director, Child Abuse Programme	OAK Foundation, Geneva
Capaldi, Mark	Head of Research and Policy	ECPAT Secretariat, Bangkok
Cardenas Ovalle, Luz Stella	Executive Director	Fundación Renacer, Colombia
Chophel, Rinchen (Dr.)	Director General	South Asia Initiative to End Violence against Children (SAIEVAC)
Cortez, María Carolina	Directora competitividad	Corpoturismo Cartagena
Deesawadee, Rangsim	Southeast Asia Regional Coordinator	ECPAT Secretariat, Bangkok
Eriksson Takyo, Johanna	Chief Child Protection Programme, Ghana	UNICEF, Ghana
Eshon, Ekua Ante	Member	ATCWR, Ghana
Fleischer, Baaba B	Former president, GNCRC	Foundation Bulokers Kids Club, Ghana
Garzón, Zared	Sub-Director, Child Protection	Fundación Renacer, Bogotá
Gonzalez, Jimea	Coordinator of the National Committee on CSEC	Ministry of Labour, Government of Colombia
Gonzalez Flóres, Fabio	Regional Coordinator for Latin America	ECPAT International, Bogotá
Gordon-Mensah, Joseph	Marketing and Communications Coordinator	International Needs, Ghana
Haldar, Rajib	Southeast Asia Regional	ECPAT Secretariat, Bangkok

	<i>Coordinator</i>	
<i>Koduah, Josephine</i>	<i>President</i>	<i>GNCRC, Ghana</i>
<i>Lemineur, Marie-Laure</i> <i>Maalla M'jid, Najat</i>	<i>Head, SECO Programme</i> <i>Former UN Special</i> <i>Rapporteur on the sale of</i> <i>children, child prostitution</i> <i>and child pornography</i>	<i>ECPAT Secretariat</i> <i>United Nations</i>
<i>Mbengue, Catherine</i>	<i>Africa Regional Coordinator</i>	<i>ECPAT Secretariat, Bangkok</i>
<i>Mojica, Rocio</i>	<i>Child Protection Specialist</i>	<i>UNICEF, Colombia</i>
<i>Mom, Erwin</i>	<i>Deputy Executive</i> <i>Director/Operations (DED/O)</i>	<i>ECPAT Secretariat, Bangkok</i>
<i>Muller, Thomas</i>	<i>Deputy Executive</i> <i>Director/Network</i> <i>Development (DED/ND)</i>	<i>ECPAT Secretariat, Bangkok</i>
<i>Nouwen, Yvonne</i>	<i>Capacity Building Officer,</i> <i>SECO Programme</i>	<i>ECPAT Secretariat, Bangkok</i>
<i>Nkansah, Harriet</i>	<i>Official</i>	<i>International Needs, Ghana</i>
<i>Odane, Joyce</i>	<i>Official</i>	<i>UNICEF, Ghana</i>
<i>Oduro, Cecilia</i>	<i>Member</i>	<i>Life Relief Foundation, Ghana</i>
<i>Ommera, Ahmed</i>	<i>Child and Youth Participation</i>	<i>ECPAT Secretariat, Bangkok</i>
<i>Padilla Martínez,</i> <i>Humberto</i>	<i>Social Communicator,</i> <i>Prevention of CSEC in Travel</i> <i>and Tourism</i>	<i>Fundación Renacer, Cartagena</i>
<i>Ramirez, Marta</i>	<i>Coordinator</i>	<i>Secretary of Tourism, Government</i> <i>of Colombia</i>
<i>Reyes, Julie</i>	<i>Major</i>	<i>National Police, Bogotá</i>
<i>Roujanavong, Wamchai</i>	<i>Chair</i> <i>Prosecutor</i>	<i>ASEAN Committee on Women and</i> <i>Children Rights</i> <i>Ministry of Justice, Government of</i> <i>Thailand</i>
<i>Rios-Kohn, Rebeca</i>	<i>Director</i>	<i>Arigatou International – Prayer</i> <i>and Action for Children, USA</i>
<i>Sackery, Felice</i>	<i>Psychologist</i>	<i>Police Anti-violence Unit</i>
<i>Siho, Rose Beyno</i>	<i>Senior Specialist on Child</i> <i>Labour</i>	<i>Plan International, Ghana</i>
<i>Singh, Simrin</i>	<i>Senior Specialist on Child</i> <i>Labour</i>	<i>International Labour Organisation,</i> <i>Bangkok</i>
<i>Sommarin, Clara</i>	<i>Child Protection Specialist</i>	<i>UNICEF, New York</i>
<i>Taiviah, Augustias</i>		<i>GNCRC, Ghana</i>
<i>Upadhyay, Junita</i>	<i>Deputy Executive</i> <i>Director/Programmes</i> <i>(DED/P)</i>	<i>ECPAT Secretariat, Bangkok</i>
<i>Vormawor, Patience</i>	<i>Research and Documentation</i> <i>Manager</i>	<i>International Needs, Ghana</i>
<i>Yevsyukova, Mariana</i>	<i>Global Coordinator for Youth</i> <i>Participation</i>	<i>ECPAT Secretariat, Bangkok</i>

Annex 5 – List of focus groups

Participants	Affiliation	Location
<i>Child Protection Committee and Village Inhabitants</i>	<i>Akotei Village</i>	<i>Cape Coast, Ghana</i>
<i>Children's Club</i>	<i>Headmaster and Students, Efutu Anglican Junior High School</i>	<i>Cape Coast, Ghana</i>
<i>Nine Young Women Survivors of Abuse or Sexual Exploitation</i>	<i>International Needs, Ghana</i>	<i>Accra, Ghana</i>
<i>Seven youth Survivors of CSEC</i>	<i>Various neighbourhoods</i>	<i>Cartagena, Colombia</i>
<i>Network of parents and community leaders</i>	<i>Neighbourhoods of La Boquilla (2M) and El Progreso (3 M and 6 W) and the FANUP Network (3 W)</i>	<i>Cartagena, Colombia</i>
<i>One school director, four teachers from two schools and two representatives of the Secretariat of Education</i>	<i>Schools and Secretariat of Education</i>	<i>Cartagena, Colombia</i>
<i>Coordination team</i>	<i>Fundación Renacer</i>	<i>Bogotá, Colombia</i>
<i>Coordination team</i>	<i>Fundación Renacer</i>	<i>Cartagena, Colombia</i>
<i>Therapeutic staff</i>	<i>Fundación Renacer</i>	<i>Cartagena, Colombia</i>



Evaluation of Sida Support to ECPAT International

The evaluation assessed the effectiveness, relevance, efficiency and sustainability of ECPAT International and provided recommendations to improve future programming and operations.

ECPAT is regarded as an organization that “punches above its weight.” However, eliminating CSEC by 2030 according to the SDG agenda will require expanding efforts, strategic thinking and prioritisation and a focus on outcomes. ECPAT should also articulate how programmes and different levels of the organisation contribute to results and should consider a more systematic approach to building the capacity of members. ECPAT should also review the effectiveness of coalitions in member countries as strategy to achieve greater results. It also should review the effectiveness of its new children’s participation model in two or three years.

A more robust monitoring and evaluation system is also needed to capture results at different levels, including at country level. ECPAT should explore with Sida the possibility of developing a results framework that includes all its donors’ contributions. Its fundraising strategy needs reassessing, as well as a more sustained presence in Europe or North America.