



# Final Term Evaluation 'Advocating for Girls' Rights' by the Girls Advocacy Alliance

Final Report

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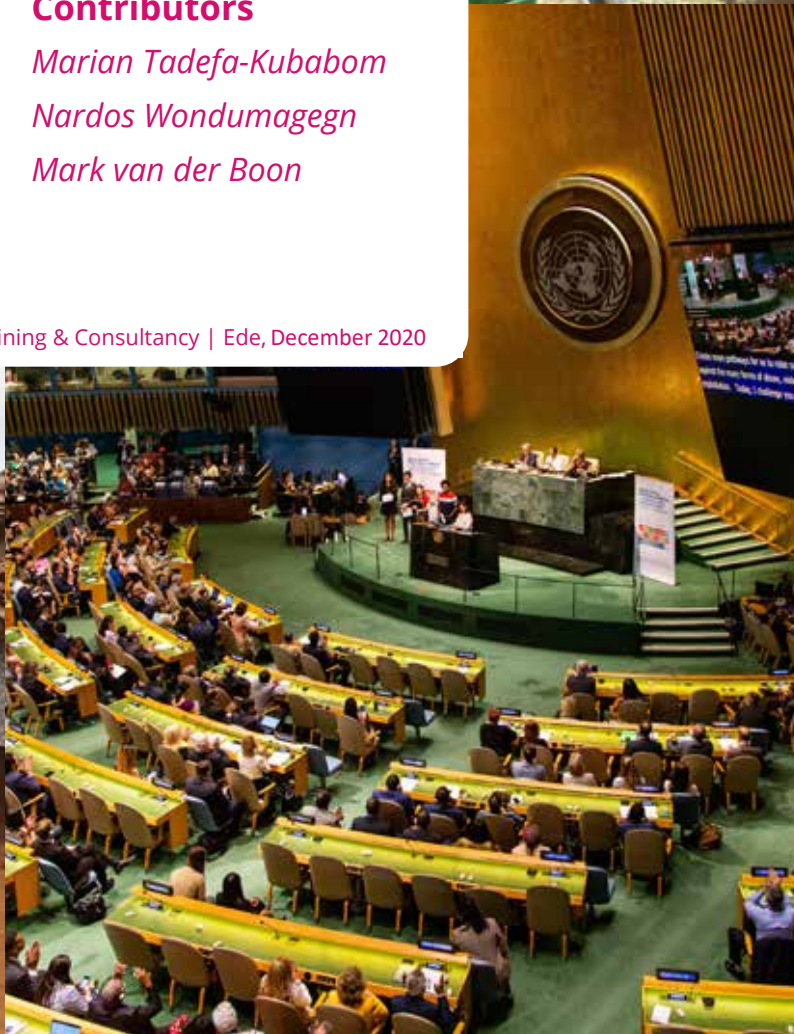
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When girls are seen as powerful  
Instead of weak and vulnerable  
When they are enabled to speak and act  
Instead of only being protected  
They can start waves  
That pave the way  
For the girls that come behind them

By Ellen Ambags

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# Acronyms

APC	Alliance Programme Committee
APT	Alliance Programme Team
ASEAN	Association of Southeast Asian Nations
ATIP	Against Trafficking In Persons
AU	African Union
CA	Contribution Analysis
CBO	Community-Based Organisation
CCC	Community Care Coalition
CD	Capacity Development
CEDAW	Committee on the Elimination of All Forms of Discrimination against Women
CRC	Committee on the Rights of the Child
CSEC	Commercial Sexual Exploitation of Children
CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
CSW	UN Commission on the Status of Women
D&D	Dialogue and Dissent
DCI	Defence for Children International
EAC	East African Community
ECOWAS	Economic Community of West African States
EE	Economic Exclusion
EKN	Embassy of the Kingdom of the Netherlands
FBOs	Faith-Based Organisations
FGD	Focus Group Discussion
FGM/C	Female Genital Mutilation/Cutting
FTE	Final-Term Evaluation
GAA	Girls Advocacy Alliance
GBV	Gender-Based Violence
GYW	Girls and Young Women
HRC	Human Rights Council
KII	Key Informant Interviews
L&A	Lobby and Advocacy
LGU	Local Government Unit

LSA	Labour and Social Affairs
M&E	Monitoring and Evaluation
MFA	Dutch Ministry of Foreign Affairs
MoWCA	Ministry of Women and Children Affairs
MTR	Mid-Term Review
OH	Outcome Harvesting
OSEC	Online Sexual Exploitation of Children
REC	Regional Economic Community
RMG	Ready-Made Garment
RoI	Return of Investment
SAARC	South Asian Association for Regional Cooperation
ToC	Theory of Change
ToR	Terms of Reference
TVET	Technical and Vocational Education and Training
UPR	Universal Periodic Review
VNR	Voluntary National Review
YA	Youth Advocate

## 1.1 Executive summary

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### PURPOSE, SCOPE AND APPROACH

The 'Advocating for Girls' Rights' programme by the Girls Advocacy Alliance (GAA) has aimed to combat gender-based violence (GBV) and the economic exclusion (EE) of girls and young women (GYW). The programme encompassed ten countries, two regional, one international and a Netherlands component, and was carried out during 2016-2020. GAA is an alliance of three organisations – Plan International Netherlands (Plan Int.), Terre des Hommes (TdH) Netherlands and Defence for Children – ECPAT Netherlands (DCI-ECPAT) – and it takes place in strategic partnership with the Dutch Ministry of Foreign Affairs (MFA). The Final-Term Evaluation (FTE) provided an independent evaluation of the performance and results of the GAA programme for both learning and accountability purposes. The evaluation focused on assessing the achievement of the GAA's strategic goals and its contribution to strengthened capacity for lobby and advocacy (L&A), investigating its relevance, effectiveness, efficiency and sustainability.

The FTE covered all fourteen programme components of the GAA, with in-depth case studies of four programme components, namely Ghana, Ethiopia, international and the Philippines. It applied a wide range of methods, including a combination of outcome harvesting (OH) and contribution analysis (CA) to the case studies, desk review, a survey, interviews, and sense-making for joint learning. Data collection for the evaluation was severely affected by the Covid-19 global outbreak, and most of the data has been collected distantly, using all available online technology and platforms as well as telephones.

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### PROGRAMME BACKGROUND

The GAA programme has identified GBV – as one of the core vulnerabilities that GYW worldwide face – as a reflection of persistent gender inequality in society. It has sought to address the following forms of GBV: commercial sexual exploitation of children (CSEC), sexual violence and abuse, female genital mutilation/cutting (FGM/C), child trafficking (CT), and child marriage (CM). Furthermore, it has focused on the EE of GYW, e.g. reflected by the persistent inequality in access to economic growth, resources and development. The GAA has targeted access to post-primary education and vocational training, decent work and female entrepreneurship as domains/themes to eliminate the EE of women and girls. The GAA's ToC's core assumption sees GBV and EE as being deeply intertwined, with gains in one domain positively influencing women and girls' capacity to oppose the other issue, as well as having a lasting impact, while GBV is addressed as both a cause and a consequence of economic marginalisation and exploitation. Furthermore, the programme sees both GBV and the EE of GYW as being deeply rooted in societal norms and values. Changing these social norms requires changes in the attitudes and behaviour in communities, policies, and the behaviour of decision-makers in governments and the private sector. The programme aimed to achieve changes and results in the four pathways of communities, CSOs, the government, and private sector. The conclusions on the results in these pathways are presented below per evaluation criteria.

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### RELEVANCE

The GAA programme has been relevant to the needs of GYW by addressing context-specific GBV and EE issues, with the exception in some contexts where combatting EE through tangible service delivery

would have been more in line with the basic needs of GYW. However, these were deliberately not part of the programme's design and approach. The programme was also relevant to the capacity needs of CSOs and youth advocates, for both the effective advocacy by youth advocates at regional and international levels and the type of support and development of CSOs in the five capacity areas measured by the capacity assessment tool (CAT).

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## EFFECTIVENESS

In terms of capacity development support to CSOs, the programme allowed those CSO partner organisations that previously applied a service delivery approach to adopt a new, policy-influencing one. CSO partners have a better understanding of how L&A works and how to measure its results, and they share the intent to keep applying an L&A strategy that will strengthen the contribution of the GAA to effective long-term changes now and in the future.

All programme components have largely achieved practice-level changes in the community, CSO, and government pathways. Important results were achieved in behavioural and policy changes of key stakeholders and key themes facing GYW. Youth advocates have been instrumental in girl-led advocacy, and high-level decision-makers have shown an openness to engage directly with them and pursue concrete follow-up. Changes in the private sector pathway have seen the least progress. The initial outcomes were formulated (too) ambitiously around multinational and national businesses implementing GBV and EE policies.

GAA applied the following strategies that contributed to achieving the aforementioned results: (i) media messages to raise and keep public attention; (ii) youth advocates to inform and enthuse targeted government, community, and private sector representatives; and (iii) research findings to simulate and support political will to change the status quo. The results across all programme components have shown fewer achievements overall in addressing EE than GBV. This is in line with the relatively minor progress in the private sector pathway, the overall focus of the programme, and expertise and experience within the GAA. Despite the assumption on the interconnectedness of EE and GBV, in certain contexts the programme has approached the two core problems in isolation from each other.

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## EFFICIENCY

Working as an alliance has added value to increase the efficiency and effectiveness of the programme, such as engaging high-level advocacy targets as a consortium rather than multiple NGOs working in parallel. However, in some countries dispersed advocacy agendas or irregular sharing of knowledge and best practices hampered joint action and learning. In order to initiate and sustain partnerships with CSOs, similar missions, advocacy agenda and complementary expertise have proven essential.

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## SUSTAINABILITY

Examples of changes that are likely to sustain across all four pathways are public laws, by-laws/policies, guidelines, mandates and indicators that have been adjusted and implemented to incorporate GAA advocacy issues, as well as behavioural changes in communities, and the private sector. A risk to sustainability is posed by the current Covid-19 pandemic, which has negatively affected the programme, its results, and progress made against GBV and EE. A lack of funding and support reduces the likelihood of continued L&A, while addressing deeply-entrenched social and cultural norms requires longer engagement at the local level.

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## RECOMMENDATIONS

In response to the findings and conclusions, we present the following recommendations for future and similar programmes:

**On programme approaches:** Reflect further on how addressing the root causes of GBV and EE can reinforce each other and design interventions that address both simultaneously; for instance, by complementing L&A approaches on GBV by economic empowerment services to strengthen advocacy work and ensure the commitment of GYW.

**On programme tools:** Design in-country ToCs, keeping the general logic of three levels of change and actor-based pathways with categories of change in agenda setting, policy change and practice change, but relax the linearity of these changes taking place in a pre-determined order.

**On capacity development for CSOs:** Anticipate changes in CSO partners and the effect on built-up capacity and the capacity needs, and ensure that capacity building support responds to these changes. Design and use the CAT assessment in a less rigid form, enabling more space for the qualitative assessment of capacities.

**On work with communities:** Target groups of leaders to stimulate champions of change and find and strengthen groups with intrinsic motivation influence in changing gender norms to work against deeply-rooted harmful practices, e.g. (organised and) empowered mothers/grandmothers/families.

**On working with CSOs:** Prioritise working with CSOs that share a similar thematic focus to increase ownership on GBV issues in the networks and CSOs, and allow for time to iron out differences and plan for explicit relationship-building exercises to build stronger coalitions of dedicated organisations.

**On work with the government:** Focus on reviewing existing policies and strengthening their implementation, proposing adaptations where possible, and apply an “insider approach” in your programmatic work. Anticipate that government institutions’ staff and priorities will change, and restart relationship building efficiently and effectively and build these activities into the programme. For effective advocacy engagements at high-level events, engage in intense preparation, facilitation and accompanying youth advocates, and employ the “insider approach” with a unified front of like-minded CSOs.

**On work with the private sector:** Apply a stronger focus on EE through entrepreneurship, and include the development of skills and competencies to increase the chances of GYW to secure employment. Increase effective advocacy with the private sector through offering concrete solutions to work together. Working on EE and access to private sector spaces requires knowledgeable people and time to understand where the entry points are and invest in relations with companies.

**On youth-led advocacy as a strategy:** Instead of advocating on behalf of GYW, empower them to lead the change that they want. Strengthen their self-esteem, train them on how to package their advocacy messages, and enable their access to power players in different sectors and at different levels, including the international level. Engaging youth partners will require constant investment and attention to keep them safe.

**On efficiency:** Seek efficiency in the joint planning, monitoring and adjustment of each programme component through OH or similar methodology workshops. In addition, seek efficiency in the mutual capacity development of partners. This requires careful attention at the design stage to reach a constellation of each component by partners that have similar mission and advocacy agendas.

**On sustainability:** Aim at and support behavioural changes of key actor groups, with broad stakeholder engagement. Invest more in developing alternative funding mechanisms early onwards to sustain youth-led advocacy. Develop exit strategies that can ensure that these networks, youth-led advocacy, new funding and linkages can be sustained beyond the programme’s lifetime.



# 1 INTRODUCTION

## 1.1 OBJECTIVE AND SCOPE OF THE FTE

MDF Training & Consultancy (MDF) has conducted the Final-Term Evaluation (FTE) of the ‘Advocating for Girls’ Rights’ programme by the Girls Advocacy Alliance (GAA) carried out during 2016-2020. The GAA is an alliance of three organisations: Plan International Netherlands (Plan Int.), Terre des Hommes (TdH) Netherlands and Defence for Children – ECPAT Netherlands (DCI-ECPAT)<sup>1</sup>. The programme has been implemented under the Dialogue and Dissent (D&D) policy framework and in the strategic partnership with the Dutch Ministry of Foreign Affairs (MFA).

The FTE provides an independent evaluation of the performance and results of the ‘Advocating for Girls’ Rights’ programme (hereafter referred to as the GAA programme) and served both **learning and accountability** purposes. The evaluation covers all fourteen programme components with in-depth case studies of four programme components.

The FTE has responded to two main evaluation questions of the Terms of Reference (ToR), which have been translated into the following sub-questions. These are organised below according to the OECD/DAC criteria of effectiveness, relevance, efficiency and sustainability (Table 1):

Table 1: Key and sub-questions of the ToR organised per OECD criteria

Cri- teria	1. To what extent did the GAA programme contribute to a strengthened capacity for lobby and advocacy of civil society?	2. To what extent did the GAA programme achieve its strategic goals as set out at the beginning of the programme?
Effectiveness	1a. What observable changes can be identified in the capacity for lobby and advocacy (L&A) of civil society organisations (CSOs) and youth advocates (YA) connected to the GAA programme? 1b. To what extent has capacity development (CD) support and/or collaboration with the GAA programme contributed to these changes? 1c. To what extent have these changes in L&A capacity contributed to (positive) changes in L&A actions by CSOs and YAs connected to the GAA programme?	2a. What observable changes can be identified relating to the four targeted actors, and how has the GAA contributed to these changes? 2b. What has been the influence of enabling or restrictive aspects in civic spaces on outcomes and the GAA contribution to changes? 2c. Comparing the planned final outcomes (as identified in the context-specific Theories of Change) versus achieved outcomes, did the change occur in the way that the GAA programme expected?
Relevance	1d. To what extent has CD support been provided by the GAA in line with the needs of the involved CSO partners and youth advocates?	2d. To what extent have the objectives and advocacy actions of the GAA programme been consistent with the needs of girls and young women (GYW), and what evidence exists to suggest that the observed changes are relevant to GYW?

<sup>1</sup> From here on, these three organisations are referred to as the GAA partner organisations.

Efficiency	1e. What can be concluded about the efficiency in the provision of the GAA's CD support?	2e. To what extent has the alliance been able to use the added value of consortium cooperation to enhance the effectiveness and efficiency of its L&A actions?
Sustain-ability	1f. To what extent do the changes in the capacity of contracted partner CSOs signify sustainable changes at the organisational level?	2f. What evidence exists to suggest that the changes established will sustain after the closure of the programme?

Thus, the objectives of the FTE are two-fold: first, to assess the GAA's realisation of its strategic goals; and second, to assessed the GAA's contribution to strengthened L&A capacity of CSOs, recognising that the latter is the overall goal set out in the D&D policy framework of the MFA.<sup>2</sup> Furthermore, the FTE has incorporated five main themes of the framework in the following way (Table 2):

Table 2: Link between D&D themes and evaluation questions

D&D themes	Evaluation questions
Capacity development of local CSOs for L&A	Key question 1
Legitimacy	Sub-question 1d and 2d
Advocacy initiatives/outcomes	Key question 2a, 2c
Civic space	Sub-question 2b
Gender	All questions

## 1.2 METHODOLOGIES OF THE FTE

The FTE made use of a wide range of methodologies, including a combination of outcome harvesting (OH) and contribution analysis (CA) methodologies. Notably, the GAA programme has used OH for its monitoring and evaluation (M&E) and collected 2,883 collected signs of change across the entire programme by the end of 2019. The FTE has built on these signs (managed in the PowerBI database by the programme), and after the initial analysis it has substantiated a sample and examined the contribution of the programme to a few selected outcomes in each of the four case studies. In each of the four case study narratives presented in Chapter 3, we highlight how many outcomes were selected for substantiation, as well as how many have been fully, partially or not substantiated. The latter classification confirms whether there were sufficient sources to substantiate the outcome, as well as whether the stated results and contribution by the GAA have been verified or substantiated. Since we did not apply outcome substantiation to the non-case study components, we have highlighted few selected signs of change for each of their pathways to illustrate the type of results that the non-case study components have achieved (see Annex 1 for the list of selected outcomes for substantiation).

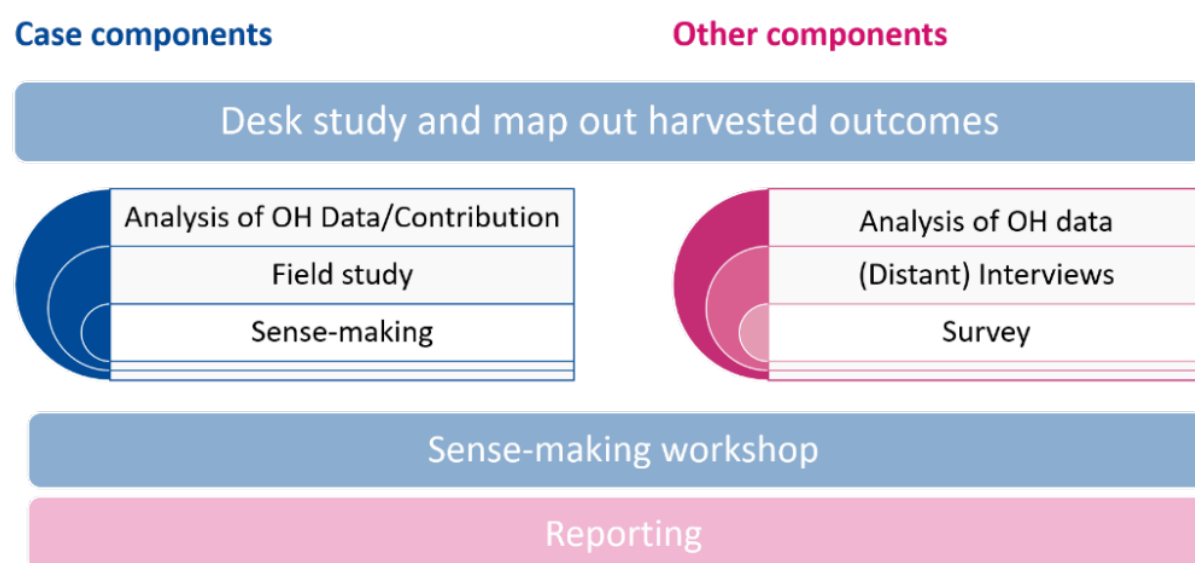
Further, to gather evidence on relevance and collect feedback on CD efforts of the programme, the FTE surveyed the programme staff of all programme components and partner CSOs. The **survey** gathered the assessment – on 1-10 point scale – of CD support provided by the GAA programme by twelve CSO respondents. The survey also assessed aspects of consortium cooperation among 93 respondents of alliance partner organisations.

<sup>2</sup> Terms of Reference for the Final Term Evaluation of 'Advocating for Girls' Rights' by the Girls Advocacy Alliance', 2019, p. 3.

The FTE has carried out case studies in Ghana, Ethiopia, the Philippines and the international programme. This selection has been made based on the criteria of geographical representation, thematic coverage, the proportion of components to overall programme budget, partner leads, and implementation levels such as the community or national level. Furthermore, the regional Africa component has been added as a fifth, “light” case study, meaning that it does not include outcome substantiation and a contribution case but involves a deeper study than other non-case components.

The approach to assessing the different components of the programme and the methods used are illustrated in Figure 1. The list of consulted documents is in Annex 2.

Figure 1 FTE approach in assessing programme components



In all five case studies, key informant interviews (KIIs) and focus group discussions (FGDs) were held with the representatives of programme stakeholders, CSOs and YAs, advocacy targets, external stakeholders, the Embassy of the Kingdom of the Netherlands (EKN) and staff of programme components. The FTE held interviews with a total of 137 respondents, 76 of whom were female and 61 male. Of this total, 42 respondents were for the Ethiopia case study, 32 for the Ghana case study, 37 for the Philippines case study, 15 for the international and Africa regional case studies and 11 respondents were from the alliance programme and MFA staff in the Netherlands. These 137 respondents reflect representatives of alliance member programme staff (31), CSOs and YAs (37), and programme stakeholders and participants, external stakeholders and advocacy targets (69).

In addition to these respondents, the team conducted FGDs with all APTs that were not selected as case studies, which were held with 3-6 representatives of each APT. These sessions focused on reflecting on the outcomes achieved and not achieved per pathway, as well as lessons of each APT. The sessions were supported by previously-drafted Murals on which the most highly significant outcomes per pathway were listed.

Finally, learning or sense-making events were organised at a case study level with APT representatives, as well as a final learning event that involved representatives of all fourteen programme components. In this final learning event, the FTE team presented the preliminary findings of the evaluation, as well

as the lessons that were shared throughout data collection. Based on the joint reflection during this event, lessons have been incorporated into the recommendations at the end of this report.

The FTE team comprised five consultants, with Hilde van Dijkhorst as Team Leader, Irma Alpenidze as Senior Methodological Expert, Marian Tadeffa-Kubabom responsible for data collection in Ghana and the Philippines, Nardos Wondumagegn for data collection in Ethiopia, and Mark van der Boon for support in data collection and analysis.

## **1.3 LIMITATIONS**

### **1.3.1 COVID-19 RELATED CHALLENGES TO DATA COLLECTION**

Data collection for the FTE has been heavily affected by the Covid-19 global outbreak. The three countries in which the case studies have been planned – Ghana, the Philippines, and Ethiopia – have faced different circumstances related to the Covid-19 pandemic, which consequently posed different constraints to the intended data collection. There has been a complete lockdown (i.e. with no movement) in the Philippines, while Ghana and Ethiopia have experienced partial lockdowns (i.e. with limited freedom of movement).

Due to these changed circumstances, much of the data was collected completely at-distance, using all available online technology and platforms as well as telephones. Similarly, all sense-making workshops were held via Zoom/Teams. The FTE team ensured that we could still reach programme stakeholders and participants by connecting with local contact persons and enabling their access to the necessary technology, while at all times taking utmost care in respecting the national guidelines for movement restrictions and safety.

Since FTE team members could not conduct interviews in person, the advantage of physical observation of programme interventions has been missed, while compiling large (and heavy for transfer) documentation made it difficult to exchange with some stakeholders with a poor internet connection/low bandwidth. A political unrest-related government-imposed internet lockdown in Ethiopia also significantly affected the data collection by making communication and planning difficult and causing delays in the data collection.

### **1.3.2 EFFORT FOR SUBSTANTIATION OF HARVESTED OUTCOMES**

The GAA programme was keen to substantiate 10% of the harvested outcomes per case study, to which the FTE team agreed. However, in practice, this part of the FTE consumed a considerable segment of the data collection time, e.g. 10% in the Philippines case study amounted to 38 outcomes to be substantiated through interviews and documentation review. To make this work, the FTE team combined interviews for the purpose of outcome substantiation with the semi-structured interviews on the other FTE questions.

For the case study of the international component, the FTE could access an abundance of different data sources such as reports, official letters by high-level officials, tweets by diplomats, videos, etc., especially in comparison with some of the other country case studies. On the other hand, it proved more challenging to connect with stakeholders for both outcome substantiation and collecting other inputs in this case study, due to the high-level positions held by the stakeholders of the international component. For instance, while for some outcomes more than sufficient documentary evidence was

present, interviews with an L&A target would not result in full substantiation since they were unable to recollect statements by GAA YAs, as it was one of many advocates and statements encountered annually at that level.

### 1.3.3 TIMING OF THE FTE

The data collection for the FTE coincided with the development of the proposal for a new “She Leads” programme, in which all three GAA consortium partners are engaged, due to which the FTE team noted regular delays in the responsiveness from programme staff.

### 1.3.4 CAPACITY ASSESSMENT DATA

The FTE made use of the CD self-assessment by programme partners, conducted annually. This assessment has used the 5C model to appreciate five capacities of CSOs:

- C1 - Capacity to commit and act;
- C2 - Capacity to deliver on development objectives;
- C3 - Capacity to adapt and self-renew;
- C4 - Capacity to attract and relate to external stakeholders; and
- C5 - Capacity to balance diversity and consistency.

For more information on the sub-criteria and assessment, see Annex 3.

We acknowledge that while the self-assessments carry potential bias, since they are systematically carried out in a similar fashion, they can still testify to the (perceived) change in capacities. Further, the pool of partner organisations of the GAA has undergone some changes. While we made a note that 53 different organisations have been contracted at one point in the programme, the baseline assessment in 2016 included 47 CSOs, while the assessments in 2019 only included 45 of them. Moreover, not all 45 of these CSOs had the baseline assessments. There have been partner changes in Ghana, India, Kenya, the Philippines, and Uganda. Consequently, aggregated capacity scores per year are difficult to compare, although we could still discern overall trends of partner CSOs abilities in 2016 compared with 2019.

### 1.3.5 USE OF BASELINE

While the baseline study performed in 2016 was consulted by the FTE team, the baseline report did not contain an analysis covering the entire programme, but rather country-level analysis alone. As discussed with the GAA programme committee during the inception phase, one of the proposed ways to use the baseline was to reach out to the same experts who had been interviewed for the baseline study to understand how the baseline values and context had changed since then. However, it was discovered that the contact details of those experts were no longer retrievable.



## 1.4 STRUCTURE OF THE REPORT

Following this introduction, **Chapter 2** provides an overview of the programme, its objectives and structure. Subsequently, **Chapter 3** presents key findings of the FTE, structured in line with the evaluation criteria applied in this evaluation.

**The effectiveness section of Chapter 3** contains narratives per programme components, for both the case studies as well as non-case study components. Each narrative introduces the component with a country map and indication of the places where the programme has been implemented, information on thematic choices and the rating from CIVICUS of the state of civic space in a country at the beginning (2016) and end (2020) of the programme.<sup>3</sup> The main body of each narrative outlines the progress of the component, structured per pathway and lessons learned. To understand the original intended aims of each programme component, the most recent ToCs have been included as Annex 4.

The final **Chapter 4** presents the conclusions and recommendations.

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<sup>3</sup> See the CIVICUS website for more information on how they monitor and assess the state of civic space in countries: <https://monitor.civicus.org/> Since CIVICUS' rating system changed between 2016 and 2020, the comparison is based on two different rating systems.

## 2 PROGRAMME BACKGROUND AND STRUCTURE

### 2.1 GAA PROGRAMME OBJECTIVES AND STRUCTURE

#### 2.1.1 GAA PROGRAMME OBJECTIVES

The GAA programme has identified one of the core problems as GYW worldwide facing continued vulnerability to gender-based violence (GBV), a violation of the basic human rights of women and girls, and a reflection of persistent gender inequality in society. The Committee on the Elimination of Discrimination against Women (CEDAW) defines GBV as “violence that is directed against a woman because she is a woman or that affects women disproportionately”.<sup>4</sup> To respond to this, the programme has set the goal of promoting equal rights and opportunities for GYW and ensuring that they no longer face GBV by 2030. In particular, the programme has sought to address the commercial sexual exploitation of children (CSEC), sexual violence and abuse, female genital mutilation/cutting (FGM/C), child trafficking (child trafficking), and child marriage.<sup>5</sup>

According to programme analysis, the vulnerability that women and girls face to GBV is connected to and exacerbated by a second core problem to address, namely economic exclusion (EE), e.g. the persistent inequality in access to economic growth, resources and development that girls and women encounter. The lack of economic opportunities – e.g. to economic means and benefits – and the overall denial of economic rights to women increases their vulnerability to GBV.<sup>6</sup> The GAA programme logic is that GBV and EE are deeply intertwined, whereby gains in one domain positively influence women and girls' capacity to oppose the other issue. This is underlined in one of the GAA's core assumptions in its ToC, namely that GBV cannot be eradicated without addressing EE. Accordingly, in order to have a lasting impact, GBV is addressed as both a cause and consequence of economic marginalisation and exploitation.<sup>7</sup> The GAA has targeted access to post-primary education and vocational training, decent work and female entrepreneurship to eliminate the EE of young women and girls.<sup>8</sup>

Further, the programme sees both GBV and EE of GYW as deeply rooted in societal norms and values. Norms are defined as the expected or accepted rules that guide, inform and permit individual and behaviours, practices, and attitudes. Changing these social norms requires changing community-level perceptions and behaviour, as well as making changes in policies and interventions,<sup>9</sup> which in turn requires changes in the behaviour of decision-makers in governments and the private sector.

The GAA acknowledges the multi-pronged approach necessary to address harmful social norms on GBV and EE and as such it targets different actors at various societal levels in which norms and behaviours are produced and affirmed, while working through L&A efforts at three, mutually-reinforcing levels of agenda setting, policy change, and practice change.

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4 CEDAW: <https://www.un.org/womenwatch/daw/cedaw/recommendations/recomm.htm>

<sup>5</sup> GAA Annual Report 2019, p. 7.

<sup>6</sup> Advocating for Girls' Rights: Equal rights and opportunities for girls and women. Girls Advocacy Alliance Application 2015, p. 8.

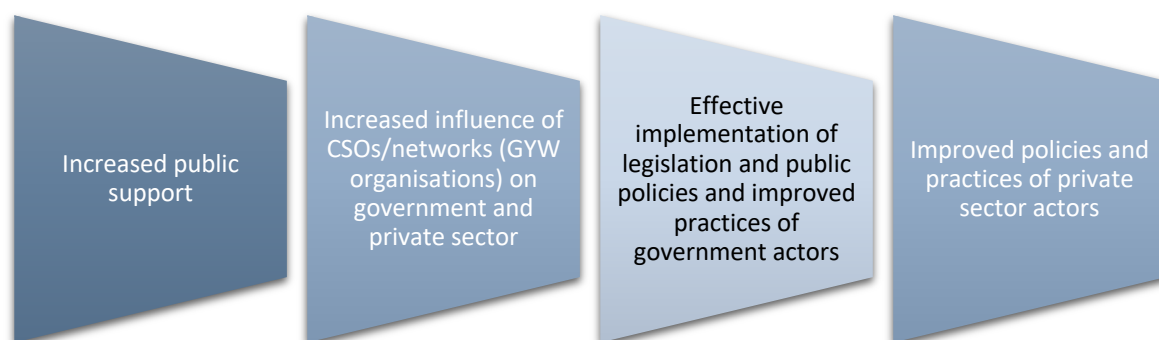
<sup>7</sup> Advocating for Girls' Rights: Equal rights and opportunities for girls and women. Girls Advocacy Alliance Application 2015, p. 11.

<sup>8</sup> Girls Advocacy Alliance Annual Report 2018, p. 6.

<sup>9</sup> Harper C. and R. Marcus. 2018. What can a focus on gender norms contribute to girls empowerment? In: Empowering Adolescent Girls in Developing Countries, by Harper et al. 2018, p. 25.

In its ToC, the GAA demonstrates its vision of progressive changes from the agenda setting to practice change of four key actor groups, i.e. in four main pathways: (1) religious, traditional and community leaders, (2) CSOs, (3) government and regional/intergovernmental bodies, and (4) private sector actors. The programme's strategic goals show these target groups' increasing accountability for eliminating GBV and ensuring the economic empowerment of GYW (Figure 2).

Figure 2 Strategic goals of the GAA strategic partnership programme



The second goal is in line with the D&D policy framework, which recognises the essential role that CSOs play in L&A in low- and middle-income countries to achieve change, and it is focused on enabling CSOs to effectively voice alternative or dissenting views to hold policy-makers and companies to account. This is achieved through strengthening CSOs' capacity for L&A, which is understood as "a variety of instruments and strategies that are used to put or keep issues on political and corporate agendas, to tackle the structural causes of poverty and injustice and bring about sustainable policy change".<sup>10</sup>

The GAA pursues two main strategies to achieve its goals:

- 1) A strategy of capacity strengthening of CSOs and networks – in particular GYW organisations – influencing governments and private sector actor to eliminate GBV and EE against GYW; and
- 2) L&A for increased public support, improved policies and practices of corporate/private sector actors, effective implementation of legislation and public policies and improved practices of government actors in support of preventing and eliminating GBV and EE.<sup>11</sup>

## 2.1.2 GAA PROGRAMME STRUCTURE

### INTERNAL PROGRAMME STRUCTURE

The programme has designed a structure that enables steering from the Netherlands, in the form of the Alliance Programme Committee (APC), comprising a representative of each of the three alliance partner organisations. The APC has been supported by the GAA Desk, which is the operational part of the programme, formed by an overall programme coordinator, a financial officer and a PME officer.

The fourteen programme components have comprised ten country programme components (Bangladesh, Ethiopia, Ghana, India, Kenya, Liberia, Nepal, the Philippines, Sierra Leone, and Uganda),<sup>12</sup> two regional components (Africa and Asia), one international component, and one Netherlands component. These components have been managed by Alliance Programme Teams (APTs).

<sup>10</sup> MFA, Dialogue and Dissent Policy Framework, 2014, p. 2.

<sup>11</sup> Girls Advocacy Alliance Inception Report 2016, p. 8.

<sup>12</sup> In this document, wherever listed, the country order is alphabetical.

In a given country, the programme structure has comprised a country APT with a lead organisation and at least one other alliance partner organisation. Each alliance partner organisation has worked with CSO partners to implement the programme. CD support has been covered from the budget of the GAA, only intended for the CSO partners and not for GAA partner organisations.

In each APT, the in-country representative of the GAA lead organisation has adopted a coordinating role, supported by their Netherlands-based programme manager and/or programme officer. The other GAA alliance members in the APT are also represented by in-country programme managers and supported by Netherlands-based programme officers, assisting with M&E and budget.

### **CHOOSING ADVOCACY TARGETS**

At the country level, advocacy targets have included public and private sector stakeholders, policy-makers, community and religious leaders, and CSOs, while GYW have been the main stakeholders of the programme. Regional L&A has focused on institutions such as the African Union (AU), the East African Community (EAC), the Economic Community of West African States (ECOWAS), the South Asian Association for Regional Cooperation (SAARC), and the Association of Southeast Asian Nations (ASEAN). Meanwhile, the Netherlands programme component works with MFA, Dutch companies and CSOs in the Netherlands as well as GAA programme countries.

For international arenas, the GAA has aimed to engage with human rights mechanisms such as the Committee on the Rights of the Child (CRC), the Human Rights Council (HRC), Universal Periodic Review (UPR), CEDAW, and the UN Commission on the Status of Women (CSW), as well as intergovernmental institutions at the global level.<sup>13</sup> The programme has therefore involved a large diversity of actors at all levels of policy-making and with different intended behavioural changes that the programme targets to influence. The L&A efforts at these different (international, Netherlands, regional, and country) levels have interacted and informed each other.

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<sup>13</sup> Girls Advocacy Alliance Inception Report 2016, p. 25.

## 3 FINDINGS

### 3.1 RELEVANCE

#### 3.1.1 TO WHAT EXTENT WAS CD SUPPORT IN LINE WITH CSO PARTNERS AND YA NEEDS?

The GAA programme has responded to the needs of YAs and CSOs in the thematic areas of GBV and EE. Examples below provide evidence from case countries that the GAA L&A CD has been of relevance to the needs of CSOs and YAs.

In **Ethiopia**, there had been a lack of L&A strategy and awareness of GBV and EE. Most of the CSO respondents confirmed that they did not have an L&A strategy, manual or any guideline to deal with GBV and EE issues prior to their involvement with the GAA. All that they had was an overall five-year strategy and annual plans to implement their activities, which conditioned a traditional way of working and an inability to provide international partners/donors with a clear idea of who they wanted to influence/support, as well as the direction of change that they wanted to pursue. The main challenge behind a lacking L&A strategy was analysed to be technical expertise and financial constraints to fill this gap by hiring experts to develop one. The other challenge mentioned by partner CSOs was a lack of contextualised training manuals that fitted the actual challenges of their target groups. Finally, the CSOs also had a shortage of funds to pursue their strategies, poor fundraising expertise and bureaucratic constraints. Through the CSO network that the GAA established, many of the network members were supported to develop a L&A strategy, gender strategy and child protection policy through training and transferring expertise. In addition, the GAA provided financial support to enable some CSOs to give trainings on GBV and EE to their own target groups of GYW.

In **Ghana**, YAs initially had low confidence in their ability to change the vulnerable situation of girls. Training by the GAA has subsequently provided knowledge on the rights of children, as well as skills in public speaking, networking, engaging with authorities and seniors, and advocacy. CSO partners attested that the GAA responded to their infrastructure needs such as transportation, internet access, and financial management software. Many of them did not have solid financial management systems, which the GAA was able to address through the financial management training and software provided. Resource mobilisation was a weakness for some of the CSO partners, who depended on a limited number of donor partners and thus were unable to sustain and/or scale up the programmes that they started with communities. The GAA training on proposal writing and resource mobilisation as well as the joint annual reflection helped at least two out of the five CSO partners to write a successful proposal to other donors to support their child protection programmes. At the start of the programme, many of the CSO partners only had knowledge of general child rights and conducted more awareness raising than advocacy. The GAA programme has provided additional knowledge on GBV issues, child marriage and child sexual exploitation. Skills in L&A have also added to their competency levels to successfully promote GAA issues at the community and district levels.

In the **Philippines**, partner CSOs had previously mostly focused on GBV but had no knowledge, skills and strategies to advocate on child trafficking, CSEC, or online sexual exploitation of children (OSEC). The GAA supported them with knowledge of laws on these issues and provided them with the



approaches and venue to advocate at various levels, including the community, municipality/town, and provincial levels. The GAA also supported them to lobby, advocate and provide coaching to local government units (LGUs) and barangay-level child protection councils to draft laws/ordinances on against trafficking in persons (ATIP), CSEC and OSEC. Gender mainstreaming, preparing and establishing organisational gender policy was lacking in some of the partner CSOs and many local CSOs. The GAA targeted this gap through gender training and gender policy-writing workshops, which inspired more of these partner CSOs and their local CSO networks to draft their own gender policies. Working with the private sector to promote child's rights has been minimal for most of the CSOs, except for BIDLISIW. The GAA provided training on mobilising the private sector for advocacy, as well as providing an environment for the CSOs to share their experiences and competencies on the matter.

From the **Africa regional** component, most CSO partners of Plan Netherlands and TdH did not previously have much experience with L&A. The GAA programme has addressed this by providing training and support in developing draft documents and reports, including drafting advocacy itineraries. The programme has provided these CSOs with advocacy space, such as the ability to discuss with MPs on – among others – child trafficking issues. Notably, enabling this space for CSOs is in line with the support to CSOs envisaged by the D&D framework.<sup>14</sup>

For the **international** programme component, one of the identified needs was a general lack of information on the voluntary national reviews (VNRs) on SDGs with an emphasis on gender-related topics, at both the national and CSO level. This need has been addressed through the training and provision of technical inputs. All country programme components were visited by a representative of Plan International from New York for training on the VNR, and during the VNR processes technical inputs were delivered to the CSOs working on them. In the first years of the programme, separate youth advocacy trainings were organised by the GAA international youth advocacy officer in all GAA countries to support the YAs in creating their L&A plans. Furthermore, for both CSOs and YAs, training was provided on preparing documents for the human rights mechanisms. As a result of the training, preparation and facilitation of L&A meetings, YAs could find high-level spaces for their advocacy and strengthen their networks in which to share their experiences. The preparatory support by the GAA helped YAs in using these high-level platforms effectively to have their voices heard. Remarkably, while involving YAs in advocacy at this level is not unique to the GAA, the YAs invited by the GAA have been praised by UN advocacy targets who mention YAs sharing real-life experiences and coming across as unscripted compared with others. The contributions of YAs were appreciated and valued by these UN advocacy targets.

Young women and girls speaking up on sensitive topics such as GBV and EE can have repercussions that need to be taken into account. The MTR correctly highlighted that in the first two years, negative or unintended signs of change were hardly noted by the programme, which could point at a blind spot for the negative side effects of L&A on GBV.<sup>15</sup> The FTE interviews with programme stakeholders reveal that these risks have subsequently been acknowledged since. With the empowerment of girls comes the responsibility to ensure their safety. Programme component teams of the GAA seem to be aware of this risk, and they highlight that encouraging youth leadership is linked with the responsibility to keep them safe, as mentioned by several respondents.

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<sup>14</sup> MoFA Results Framework Dialogue and Dissent, p.2.

<sup>15</sup> GAA Mid-Term Review Report 2018, p. 16.

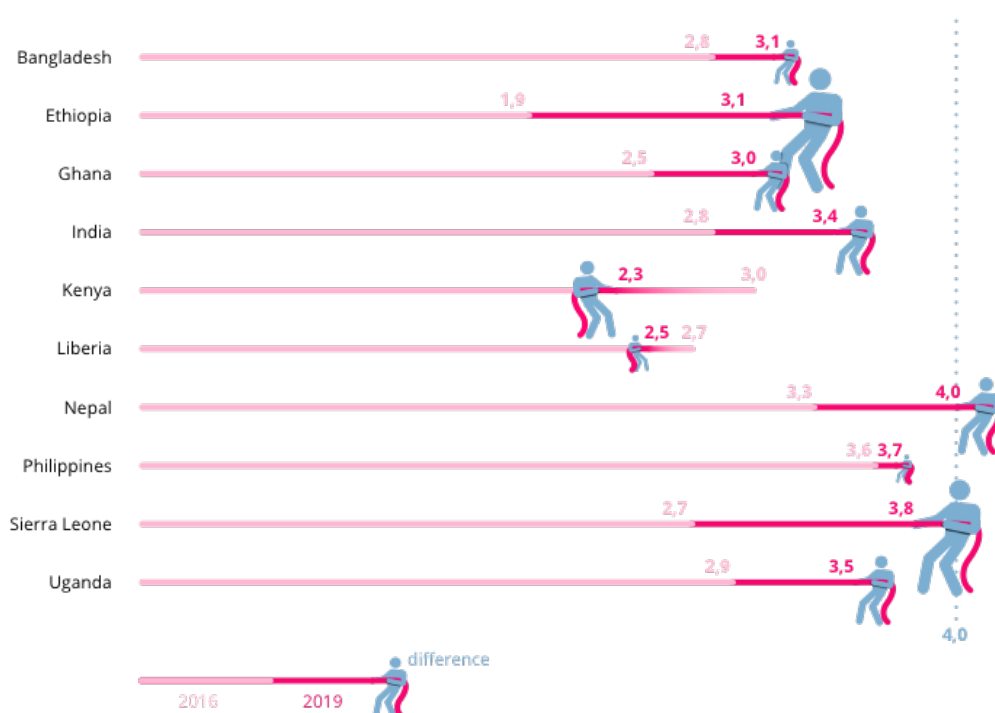
The CSO partner respondents to the **survey** – including their assessment of the CD support provided by the GAA programme – adds to these case study findings.<sup>16</sup> In line with the examples provided above, certain aspects of CD are appreciated, such as: (i) staff and organisational capacity on advocacy, (ii) an expanded network with relevant stakeholders, and (iii) strengthened engagement with human rights mechanisms. On the other hand, lower assessment-related comments indicate that (i) not all CSOs have received specific training/CD support, (ii) CD has not always been backed by institutional support, (iii) CD has sometimes been communicated poorly, and (iv) costs for CD have been deducted from an already-tight country budget.

Finally, to assess how CD support was in line with the needs of CSO partners and youth advocates, the FTE conducted its own analysis of the CSO partners' self-assessment data based on the participatory assessment of organisational capacity with the Capacity Assessment Tool (CAT). The results are presented below.

### C1 - CAPACITY TO COMMIT AND ACT

Overall, the capacity to commit and act has increased on average from 2.8 in 2016 to 3.2 in 2019. The largest improvements are seen in Ethiopia (an increase of 1.2) and Sierra Leone (an increase of 1.1). Part of this advancement can be explained by favourable external factors such as the opening of civic space in Ethiopia, although the change has also been attributed to the CD support from the GAA and directly targeting the weak spots of the partners.<sup>17</sup> A marginal decrease in C1 has taken place in Liberia (decrease of 0.2), and to a slightly larger extent in Kenya (decrease of 0.7). Both can be partially explained by changes of partner CSOs as well as high staff turnover in the case of Kenya, including among those who conducted the assessment.<sup>18</sup> See Figure 3.

Figure 3 Assessments 2016-2019 on C1



<sup>16</sup> With the exception of the case study of the international programme component, since capacity development support to CSOs is not part of that programme component.

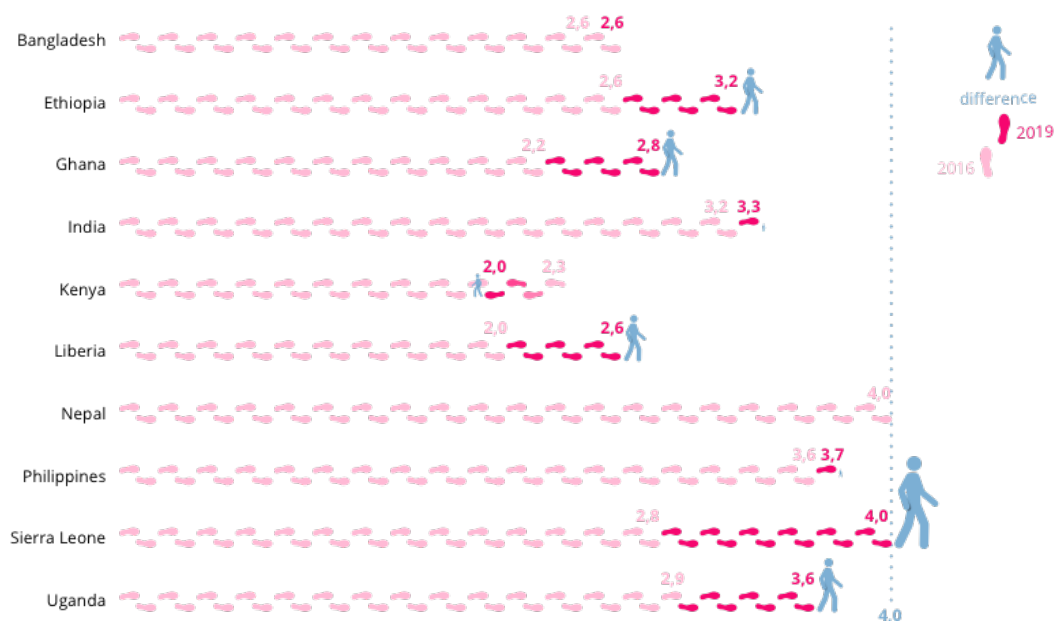
<sup>17</sup> Core Capabilities of CSO partner organisations, Progress Report 2019.

<sup>18</sup> Core Capabilities of CSO partner organisations, Progress Report 2019.

## C2 - CAPACITY TO DELIVER ON DEVELOPMENT OBJECTIVES

Overall, similar to C1, the capacity to deliver on development objectives has increased from 2.7 in 2016 to 3.2 in 2019. Here, the strongest advancement is seen in Sierra Leone (an increase of 1.0) while there is a slight decrease shown in Kenya (a decrease of 0.4). The reasons for these differences are the same as highlighted above. See Figure 4.

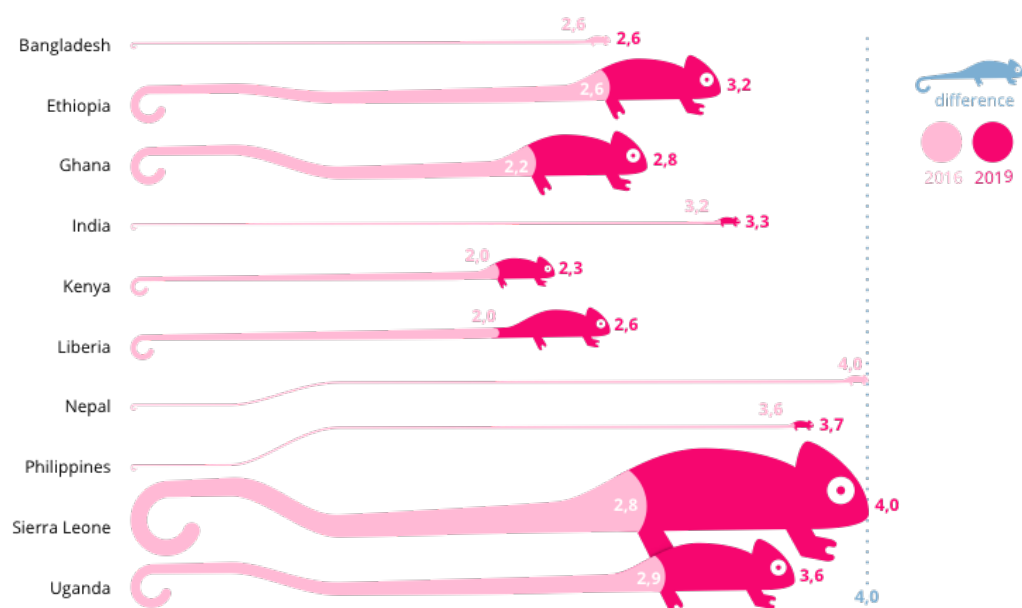
Figure 4 Assessments 2016-2019 on C2



## C3 - CAPACITY TO ADAPT AND SELF-RENEW

Overall, and in line with the first two capacities, the capacity to adapt and self-renew has increased on average from 2.8 in 2016 to 3.2 in 2019. Here, all countries either retained or improved their capacity levels, with Sierra Leone making the most progress (an increase of 1.2, from 2.8 in 2016). See Figure 5.

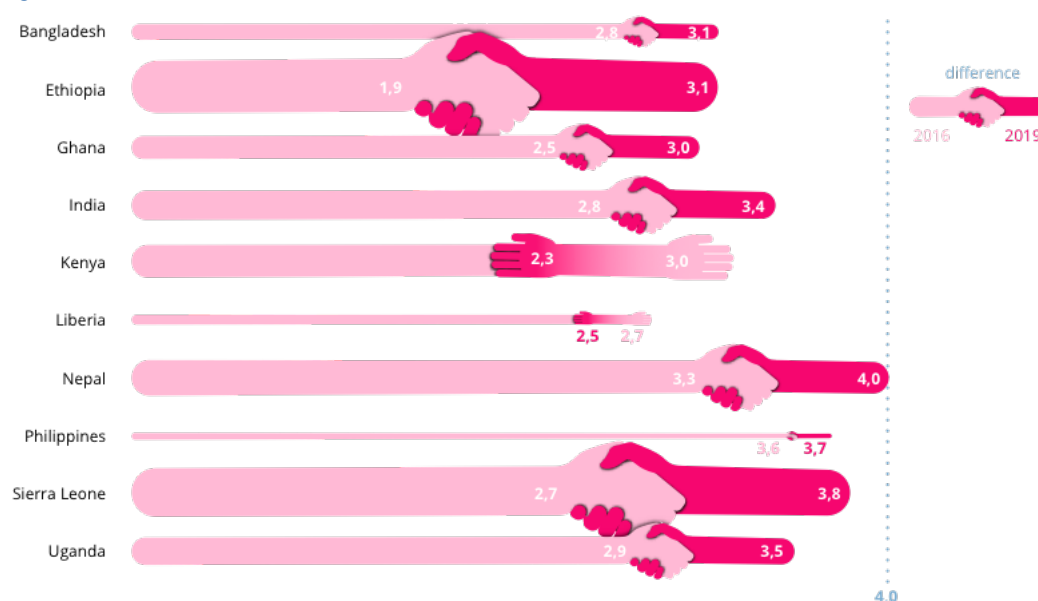
Figure 5 Assessments 2016-2019 on C3



## C4 - CAPACITY TO ATTRACT & RELATE TO EXTERNAL STAKEHOLDERS

The capacity to attract and relate to external stakeholders has overall improved from an average of 3.2 in 2016 to 3.5 in 2020. In terms of variation between countries, some GAA country programmes have retained their levels (India and Nepal), while the rest have improved their capacity. Training provided by the programme has been mentioned as one of the reasons for the increases.<sup>19</sup> Another factor influencing the scores – contributing to both larger increases as well as seemingly marginal ones – is changes in partners. As more capable new partners joined the programme, e.g. in 2018 and 2019 in Bangladesh, Liberia, and Uganda, they pushed the average up, while the average level was pulled down as relatively less experienced new partners joined the programmes in Ghana, India, and Kenya. See Figure 6.

Figure 6 Assessments 2016-2019 on C4



## C5 - CAPACITY TO BALANCE DIVERSITY AND CONSISTENCY

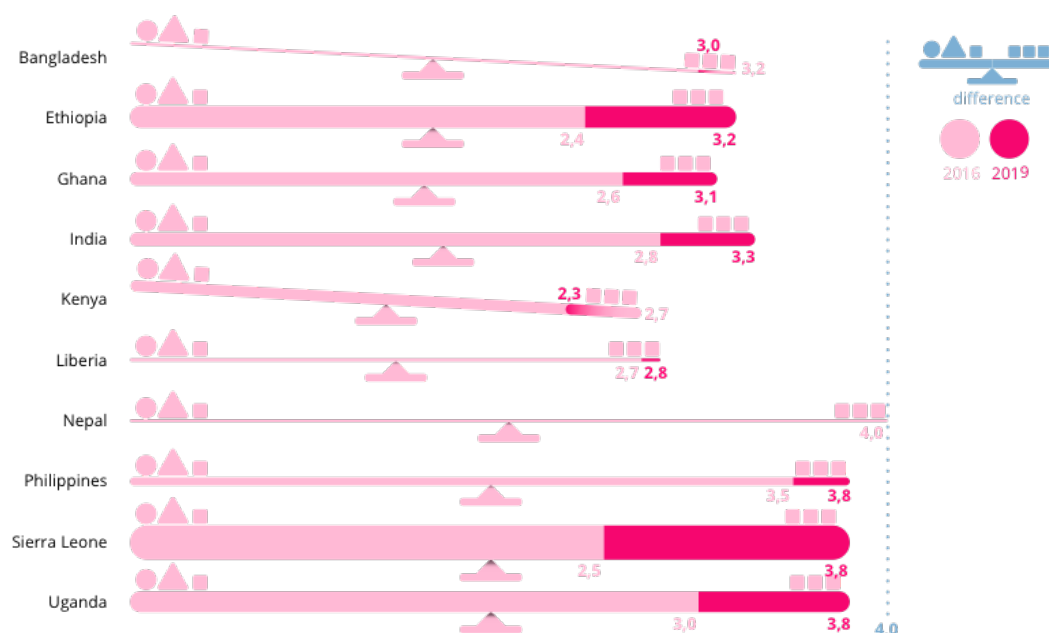
Overall, the capacity to balance diversity and consistency has increased on average from 2.9 in 2016 to 3.3 in 2020. The largest increment is seen in CSOs in Sierra Leone (an increase of 1.3) and Uganda (an increase of 0.8), while CSOs in Bangladesh and Kenya show a decrease in this capacity by 0.2 and 0.4, respectively. Explanations for this lie in the change in competent staff. See Figure 7.

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in summary, the capacity assessment data shows that CSOs have improved their capacities, reportedly due to the training and support given by the GAA. Other contributing factors include opening of civic space and strengthening the ranks with capable new partners, while high turnover of (qualified) staff is one factor that has weakened the organisational capacity.

<sup>19</sup> Core Capabilities of CSO partner organisations, Progress Report 2019.

Figure 7 Assessments 2016-2019 on C5



### 3.1.2 TO WHAT EXTENT HAVE GAA PROGRAMME OBJECTIVES AND ADVOCACY ACTIONS BEEN CONSISTENT WITH THE NEEDS OF GYW?

The case study findings confirm that the programme's relevance to the needs of GYW has been well fitted in general. The country-level ToCs were constructed based on context analysis and analysed the needs of GYW.<sup>20</sup>

In **Ghana**, GYW from poor households have been vulnerable to dropping out of school and/or early marriage as tradition dictates. This has been further exacerbated by their lack of practical skills that give them access to decent work or livelihoods. To address these problems, the GAA has advocated for the government to improve the implementation of technical and vocational education and training (TVET) policy and programmes. Advocacy against GBV, child marriage, and child labour has also addressed harmful practices that expose GYW to child marriage and hazardous labour.<sup>21</sup>

In **the Philippines**, girls and boys have become better information sources and advocates as they are able to reach out to their peers. The GAA programme has invested in their knowledge on how to advocate for their rights, and given them a platform to be part of the implementation of laws against GBV, trafficking in persons, and (online) sexual exploitation of children. After being trained, Filipino youth have been raising their voice against different forms of child abuse. The needs of GYW to be economically independent of abusive males/adults have been addressed by linking them to public employment programmes and private companies.

In **Ethiopia**, the programme has been designed in a participatory way, whereby the capacity needs at each level have been identified and the intervention designed accordingly. Religious leaders, *iddir* representatives, the Community Care Coalition (CCC) of grassroots community institutions, and school club leaders confirmed that they have been approached at the programme planning stage and asked

<sup>20</sup> Please find the most recent ToCs for each programme component enclosed in Annex 4.

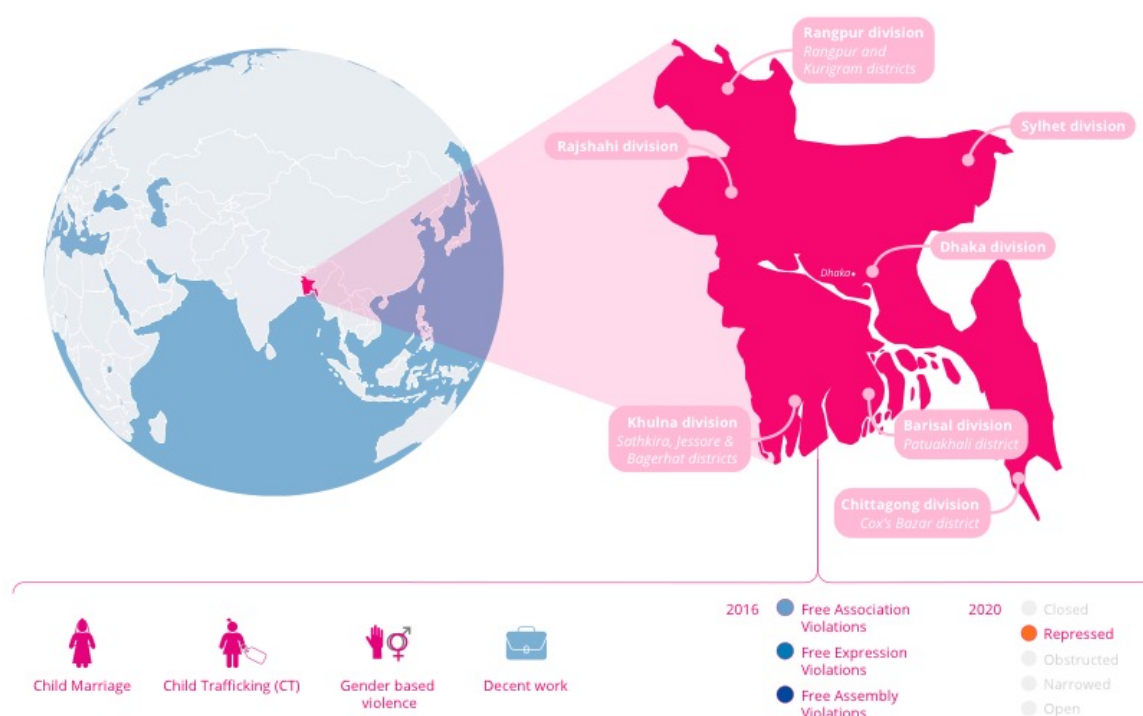
<sup>21</sup> Examples of these harmful practices include exchange marriage (marrying off the sister of a groom to a male member of the family that the brother marries into), or marrying off a young girl based on a tradition that "girls should not know their second menstrual cycle in her father's home."



for their inputs on the major challenges facing GYW. However, at the end of the programme, its relevance to needs has received some more critical remarks. According to the representatives of the stakeholders and participants, while the programme has raised the awareness of community and government institutions regarding the challenges of GYW, it has not offered direct support in economic empowerment, as per the overall programme design and approach. Since the programme stakeholders consider that EE is one of the root causes of the most acute challenges facing GYW, they felt the programme had not brought them tangible and visible benefits such as support to improve livelihoods, job creation or micro-finance. The FTE team recognises that combatting EE by means of tangible service delivery would have been in line with the stated needs of GYW, although we also note that this has deliberately not been part of the programme's approach since service delivery was non-eligible under the D&D framework.

## 3.2 EFFECTIVENESS

### 3.2.1 FINDINGS BANGLADESH



Programme budget 2016-2020<sup>22</sup>: 3.4 million EUR

GAA consortium partners: Plan Int (Lead), TdH

Implementing partners: INCIDIN, BNWLA, LAMB, Aparajeyo Bangladesh, NSS, ACD, Rupantar, NGCAF, AVAS, B-SCAN, NGCAD, RDRS Rangpur, ICS, WE CAN, Change associates, ASK, Nari Maitree Agrogoti Sangstha, Rights Jessore, Mukti Cox's Bazar and SEEP.

#### OVERALL PROGRESS

The programme has been successful in achieving some of its strategic outcomes, particularly in the community and civil society pathway. In the government pathway, intermediate goals have been achieved and agenda setting and policy changes have taken place, but the implementation (the strategic goal of the pathway) of new laws has still proven to be a challenge. The private sector pathway was partially successful, where results moved from agenda setting and policy changes to achieving practice changes by internet service providers, although achieving progress was more difficult in the ready-made garment (RMG) sector.

#### COMMUNITY PATHWAY

In the community pathway, practice changes have taken place to long-term outcomes where committees are actively implementing rules as stipulated under the Child Marriage Restraint Act 2017, Human Trafficking Act 2012, and Pornography Control Act 2012. The child marriage prevention committees that existed by law were not previously active, but now they have been re-activated by the GAA, bringing the stakeholders together on a regular basis to discuss GBV and child marriage issues. The GAA ensured a sense of importance and a willingness to take action in the community by involving a broad spectrum of stakeholders such as girls, boys, local leaders, and school administrations. The programme also achieved some of its intermediate outcomes, such as

<sup>22</sup> All programme budgets in this chapter are taken from the GAA Annual Plan 2019.

mainstream media houses that have taken a pro-active role at the national and local levels to advocate for girls' rights, which happened after regular encouragement from GAA partners.

GBV and EE-related risks are expected to worsen since a Covid-19-related rise in unemployment has meant that both men and women are now at home, and children who do not have access to the internet – particularly in rural areas – cannot follow lessons as classes have been moved online. The Covid-19 crisis in 2020 has cast doubts about the sustainability of some of these achievements of the GAA. The child marriage prevention committees stopped meeting due to Covid-19 and it is uncertain whether they will reconvene at all if encouragement from the GAA no longer takes place.

*Selected sign of change:* Community leaders taking initiative to ensure a functioning child marriage prevention committee.

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#### CIVIL SOCIETY PATHWAY

Results have been achieved at the strategic and intermediate level, where a strategic objective for CSOs was to successfully lobby and advocate with the government to formulate, implement, enforce, prosecute and report on laws, policies and mechanisms to reduce GBV and EE. One obstacle for the GAA to achieve progress was the regular turnover of government officials, which meant that relationship building and thus sensitisation had to start over on a regular basis. In this pathway, intermediate outcomes were achieved that aimed at the capacities of CSOs and CSO networks. Different GAA consortia partners have reviewed their policies with support in writing and formulation.

*Selected signs of change:* (i) On July 22, 2020, the Information and Communication Technology Division agreed with ASK (GAA partner) to jointly organise with National Curriculum and Textbook (NCTB) to include some content on online child safety issues in the secondary level curricula; (ii) the “Safe Handbook on Internet Use” has been introduced in 100 secondary schools in four working districts.

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#### GOVERNMENT PATHWAY

Achieving the strategic objective of implementing the acts and laws on child marriage, pornography control and GBV through monitoring, reporting and prosecution by relevant local and national duty bearers proved challenging. At the local level, implementation of the rules was even more difficult. Child marriage is considered a culturally-rooted practice that is difficult to overcome. The local government is willing and sincere about implementing the child marriage act but it often receives news of marriages too late. Furthermore, there is a special provision that allows girls aged sixteen to marry, which is still regularly being used. Intermediate outcomes of the GAA in the government pathway were achieved; for instance, significant policy changes have taken place in the government pathway, where the government has developed action plans following the Child Marriage Restraint Act 2017 and the National Plan of Action (NPA) for Prevention and Suppression of Human Trafficking 2018-2022. GAA partners have contributed by providing inputs using an insider approach, collaborating with the government.

*Selected signs of change:* (i) Comprehensive sexual harassment prevention and protection law formally handed over to deputy speaker; (ii) Ministry of Home Affairs (MoHA) issued a letter to INCIDIN Bangladesh to work as an advisor on behalf of MoHA in preparing the TIP Report 2018 by collecting and collating information from all ministries/departments/agencies.

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#### PRIVATE SECTOR PATHWAY

The private sector pathway targeted two sectors: the RMG sector (by Plan) and internet providers (by TdH). Working with the RMG sector proved especially challenging. The GAA has worked with four factories, making them champions of change in improving working conditions for women and addressing GBV-related issues. In three of the four factories, sexual harassment committees have now

been formed and activated. The existence of committees in factories is determined by law, but in reality they often do not exist. Research with change associates was conducted to develop a business case on investing in women's empowerment in the RMG sector. This helped to initiate dialogues with factory owners. However, during the implementation of the programme, it was realised that many women did not dare to speak out in fear of losing their jobs. Improved conditions of (female) workers in factories were also not prioritised. This was further aggravated due to the COVID-19 crisis, with a subsequent decline in production assignments and job insecurity.

Collaborating with the Bangladesh Telecommunication Regulatory Commission (BTRC) and the different internet providers proved time-consuming and challenging in terms of raising awareness on issues and problems related to online child abuse, partly because the BTRC was understaffed. Nevertheless, the programme achieved its intermediate results (policy changes) as internet service providers agreed to endorse a code of conduct to provide child-friendly internet services monitored by the BTRC. The Internet Service Providers Association of Bangladesh (ISPAB) and Cyber Cafe Owners Association of Bangladesh have started providing child-friendly internet services.

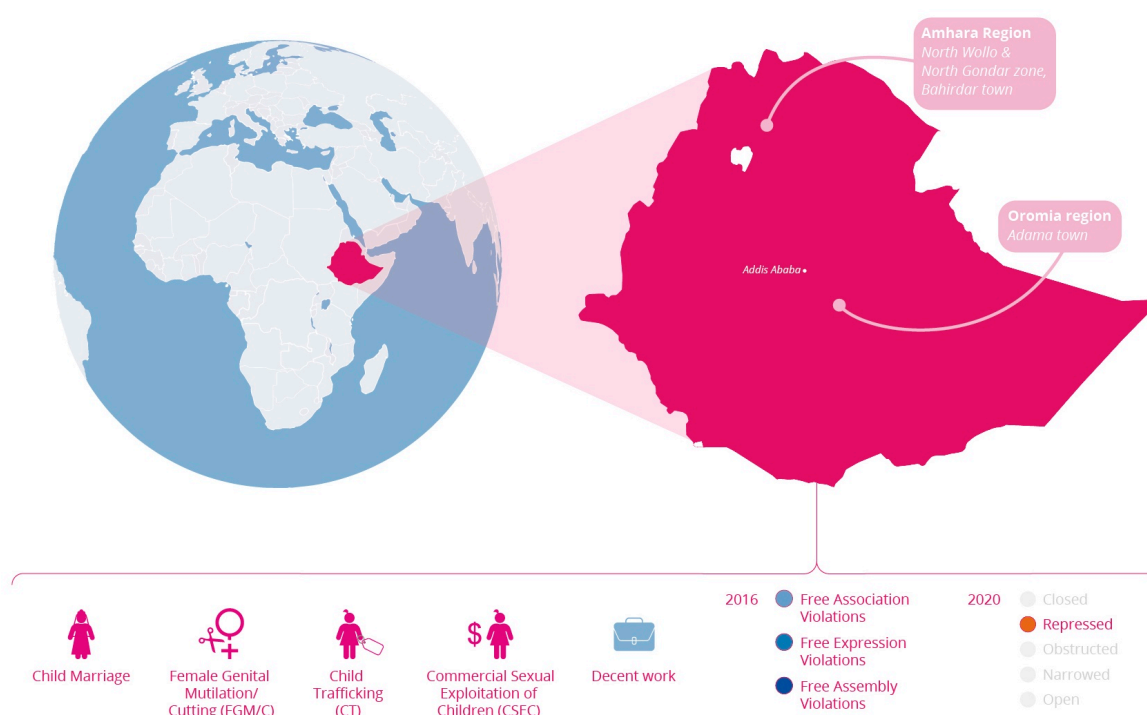
*Selected sign of change:* On April 28, 2019, in a process to introduce the CoC, ISPAB organised a consultation meeting at its office to discuss the draft CoC on the rights and responsibilities of internet service providers.

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#### SELECTED LESSONS LEARNED

- The programme had a significant number of targets (four pathways, each with multiple targets), which made it difficult to have a clear focus in the programme. The programme could have been more effective if it had chosen fewer pathways and/or underlying targets.
- CSOs can play an important role in changing behaviour in society and influencing government bodies, but not all CSO networks have the same reach. Choosing the right network for a specific target is important.

### 3.2.2 FINDINGS ETHIOPIA (CASE STUDY)



**Programme budget:** 2016-2020: 3.7 million EUR

**GAA consortium partners:** Plan Int (Lead), DCI-ECPAT, TdH

**Implementing partners:** Forum for Sustainable Child Empowerment (FSCE), Association for National Planned Programme for Vulnerable Children and in Need-Ethiopia (ANPPCAN), Jerusalem Children and Community Development (JeCCDO)

#### OVERALL PROGRESS

The programme has seen a significant number of 295 signs of change from 2016 until 2020. Most of them – 116 out of 295 – are changes in the community leaders behaviour (community pathway), which indicates the focus of the programme. The GAA has been most effective in agenda setting through awareness creation, consultation and planning workshops and facilitating campaigns. The most successful agenda setting has been with government agencies – especially with Women, Children, and Youth Affairs and Labour and Social Affairs Offices – in understanding the GBV issues in existing laws and policies (family law, proclamations, global commitments of child protection and others that Ethiopia has signed). The programme has been very effective in bringing about policy changes, especially at the community level, whereby community-based organisations (CBOs) and faith-based organisations (FBOs) reviewed their by-laws to add articles on GBV and EE issues. The overall effectiveness of the GAA in bringing practice change shows relatively better performance at the community level compared with the higher-level government institutions and the private sector.

The FTE substantiated 10% of the 295 harvested outcomes. The 30 outcomes to substantiate were selected based on an analysis of all outcomes that were rated as most highly significant, outcomes signifying practice-level changes, and proportionally representing those pathways that saw the most achieved outcomes. Of these 30 outcomes, 22 were fully substantiated by verifying multiple sources, while the remaining eight were partially substantiated by only one source.



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## COMMUNITY PATHWAY

The programme aim in this pathway has been for local communities and grassroots institutions in the Amhara and Oromia regions to reinforce positive social norms and change harmful ones to become more protective, supportive and empowering to GYW.<sup>23</sup> The programme has progressed well in this pathway. The overwhelming majority (96 out of 116) of recorded changes in the community pathway are about changes in practices. The most prominent practice change at the community level has been the establishment of child marriage and FGM free kebeles (villages). By the end of the programme, out of 25 kebeles in Lasta Lalibela district, thirteen in Lasta district have been declared child marriage and FGM free, after undergoing a rigorous assessment by the district-/kebele-level anti-harmful advisory committee. The GAA has been very effective in bringing about policy change at the community level, mainly through influential community members, and through CBOs and FBOs reviewing their by-laws and adding articles on GBV and EE issues. In particular, *iddirs* – which are informal community groups – have revised by-laws and added articles on child marriage and FGM. The articles set penalties to be imposed on members who are involved in child marriage, FGM and uvulectomy. These penalties are independent and in addition to the legal actions taken in court. The type and intensity of penalties differ from iddir to iddir: while some might include articles that will automatically remove a person from membership if involved in child marriage, some only involve financial punishment. Religious leaders declared child marriage as a forbidden act by the church through a formal letter. Religious leaders had previously been participating and contributing to the practice by approving such marriages, participating in the marriage ceremony and they were also directly involved by marrying girls under the age of eighteen years old. While this was mainly due to a lack of awareness, following many awareness creation events by both by the GAA and the government, after many years the Lasta district diocese was able to take concrete action by formally declaring child marriage as a forbidden act by the church, writing a formal letter to all 133 churches in the district.

School clubs have started to play a significant role in creating awareness and acting against GBV and EE issues. Peer education clubs in schools established with the support of the GAA are playing a significant role in preventing child marriage by empowering girls to prevent themselves from the act, as well as being a support system in schools to identify and report cases of child marriage and take action against it through involving women, children and youth affairs and law enforcement bodies. The leaders of peer education in schools are active in experience-sharing and talking about the risks of child marriage, as well as how they can report cases of early marriage in their community and school. However, the dependency of school clubs on the support of the GAA especially for their campaigns was one gap recognised in the FTE.

Another area in which the GAA has seen good results is that communities are now significantly playing a stronger role in the prevention of human trafficking. This has been achieved by establishing anti-human trafficking clubs in schools (see CA for more details). Moreover, the GAA has supported routine campaigns by religious leaders against human trafficking and enabled survivors of trafficking (returnees) to play a significant role in creating awareness. This has resulted in increased reports of child trafficking by community members.

**Selected sign of change:** 230 iddirs of Adama city have reviewed their by-laws and included articles that address GBV and EE of GYW since October 2018.

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<sup>23</sup> GAA Ethiopia revised ToC 2020.

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## CIVIL SOCIETY PATHWAY

The intended final outcome for this pathway was for GYW-focused CSOs in Amhara and Oromia regional state to influence public and private sector actors and improve employment opportunities for GYW.<sup>24</sup> The GAA has been effective in establishing a CSO network and supporting the development of L&A strategy, gender and child policy, as well as integrating GBV and EE issues in member organisations' implementation. The programme achieved most of its changes in the CSO pathway at the practice change level. One of the results is that CSO network members now include trafficking and unsafe migration as main agenda points for advocacy, which was achieved by organising training and consultative meetings with CSOs on these topics. The GAA has managed to bring together 22 GYW-focused CSOs and created a network. With the support of the GAA, GYW-focused CSOs have taken the concrete action of revising their L&A strategies, gender and child protection policy and identifying gaps for further intervention.

CSOs have also started to generate resources for survivors of trafficking and community members. Regarding broader issues of GBV and EE, the GAA have supported the establishment of a CSO network and supported its members to develop an L&A strategy to address the issues of GBV, CSEC and EE. CSOs are now integrating GBV in their work and providing training to their targets. Respondents from CSOs said that once they started reaching out to various targets with GBV training and informing available protection for survivors, a number of women approached them for a legal aide to their domestic GBV cases. CSOs are now facilitating free legal services for GBV survivors, and consequently there is an increased number of GBV case reports and women utilising free legal services.

**Selected sign of change:** Fifteen GYW-focused CSOs have started undertaking dialogue sessions on GBV (CSEC, trafficking and EE of GYW) with community- and private-level decision-makers since July 2018, in four operational areas (Adama, Modjo, Bishoftu and Dukem).

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## GOVERNMENT PATHWAY

The aim in this pathway was for national regional, zonal, woreda and local authorities in Amhara and Oromia regional states to effectively enforce and implement legal and policy frameworks on GBV and young women's decent economic employment opportunities.<sup>25</sup> This has only partly been achieved, whereby gaps in the availability of government officials made it challenging to lobby at higher levels. However, the programme enabled an active Anti-Harmful Traditional Practices Advisory Committee and improved integration of kebele administration, MoWCA, police & justice offices. The GAA lobbied in re-organising an existing government structure – namely the Anti-Harmful Traditional Practice Committee – into a functional and practical structure active in preventing child marriage in the community. Through the intervention of the GAA, the committee has added members from the community who were previously overlooked but have a significant role in preventing child marriage, such as militias, as well as adding a member from each of sector offices (MoWCA, Justice and hospital) as experts, in addition to only high officials to reduce the effects of staff turnover. Due to the support by the GAA, the committee was able to create awareness especially on the legal perspectives and consequences of performing child marriage, undertake assessments of kebeles who claimed child marriage free for approval and identify cases of child marriage together with kebele administrations and iddirs, as well as rescuing more than 300 girls from child marriage. The GAA achieved these results by providing these committees joint planning, logistical, financial and material support, as well as conducting monthly assessments in the kebeles to follow up on the child marriage situation (twice a month in high wedding seasons).

The programme achieved some results with the government on child trafficking, including a new declaration on foreign labour article and a declaration on legal action on human traffickers, a signed

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<sup>24</sup> GAA Ethiopia revised ToC 2020.

<sup>25</sup> GAA Ethiopia revised ToC 2020.

agreement with four countries on legal migration and rights of citizens, joint planning among Labour and Social Affairs (LSA), MoWCA, police and justice, and more active law enforcement on human traffickers.

Understanding the existing laws and policies has reflected the most successful area in agenda setting in the last five years with government partners, especially Women, Children and Youth Affairs and the LSA offices. Policy and practice change outcomes as planned at the regional and national levels have been limited. Gaps in Amhara region family law has been brought to attention, although no changes have been made so far. At the local government level, the Anti-Harmful Traditional Practices Committee has been relatively effective in implementing plans for the prevention and control of child marriage. Together with the Association for Women's Sanctuary and Development (AWSAD), the government has set up a shelter for survivors of GBV to stay during their court proceedings, as well as temporary shelters at police stations. However, justice offices at the district level still have no child-friendly courts where survivors receive psychological support and a child-friendly court process.

**Selected sign of change:** Lasta Woreda district advisory and kebele Anti-Harmful Traditional Practice Committee members have protected 97 children from child marriage through discussions with suspected girls and their parents/families since November 12, 2018.

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#### PRIVATE SECTOR PATHWAY

The intended final outcome for the private sector pathway was for private sector institutions to be engaged in textile, horticulture, and tourism sectors in the Amhara and Oromia regions to create decent work and GBV-free work environments for GYW.<sup>26</sup> The interventions of the GAA in the private sector have been relatively less effective compared with other target groups. This is partly due to the limited supervision from the chamber of commerce and LSA office, and overall limited interest and commitment by private companies for introducing and implementing policies against GBV at the workplace. Through the programme's work with the LSA offices, the GAA has supported LSA in the training of its expert on GBV issues at the workplace (sexual harassment, unequal pay, safe working environment and decent job creation), which in turn was an input for supervisory work in the private sector. As a result, the LSA office has trained private companies on the prevention of GBV at the workplace and included GBV and EE issues in their supervision checklist. As examples of private sector changes regarding EE, some private firms have created better working conditions for employees, established day-cares for children of women employees and provided them with breast-feeding time, and workers' association has been established in private companies, firms, factories with some women in leadership, and firms have started sending employees to continue school after work. Examples of GBV-related changes including private firms developing a code of conduct on GBV at the workplace and internal collective agreements on zero tolerance on sexual harassment at the workplace. However, this pathway has seen the fewest outcomes overall, mostly confined to implementing CoCs regarding decent work and safe working conditions for GYW at a relatively small number of private business in a few selected locations.

**Selected sign of change:** Tach Armachiho private sector, a private agent (employees-employers agency) collaboratively worked and reported to police and WCA offices about children who were below the age of fourteen not to be hired at that age level since April 2018.

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<sup>26</sup> GAA Ethiopia revised ToC 2020.

## CONTRIBUTION CASE

Azezo and Edeget Feleg Secondary School Anti-HT clubs and YAs have started regular awareness raising campaign on HT and risky migration using dramas and poems for students in school and for the community out of school in Gondar since November, 2019.

● Weak  
● Moderate  
● Strong  
● Very Strong

### Contributing factors

- In 2015, 28 Ethiopian men were killed by ISIS soldiers in Libya, they were all victims of human trafficking. There after emerged many more cases of illegal migration and experience of women who were victims of inhumane treatment by their employers. This created a nationwide dialogue on illegal migration which led to the government and public taking various actions

### Primary factors

- The idea of establishing anti-trafficking clubs in schools was initiated at GAA facilitated sensitisation workshop. The Zonal Labour & Social Affairs Office took initiative further and developed a binding document for establishing an anti-trafficking clubs in schools
- GAA facilitated and supported campaigns at school clubs at different times and adding the child trafficking topics to the regular parents/teachers meeting
- GAA training to YAs, and the experience sharing sessions on GAA organised platforms with youth groups, community members, elders etc.
- GAA training to school management, which has led schools to facilitate and support the club's campaigns, and has allocated time for quarterly school campaigns.

### Rival factors

- **Hindering**
  - Employer/employee agencies under legal licence involved in human trafficking.
  - Illegal migration from other parts of the country
  - Limited support from other stakeholders in facilitation of clubs' campaigns which might endanger continuation of the clubs
- **Contributing**
  - Testimonies and documentaries of victims on various social media platforms has helped the youth advocates to compile stories and share with students/communities during campaigns

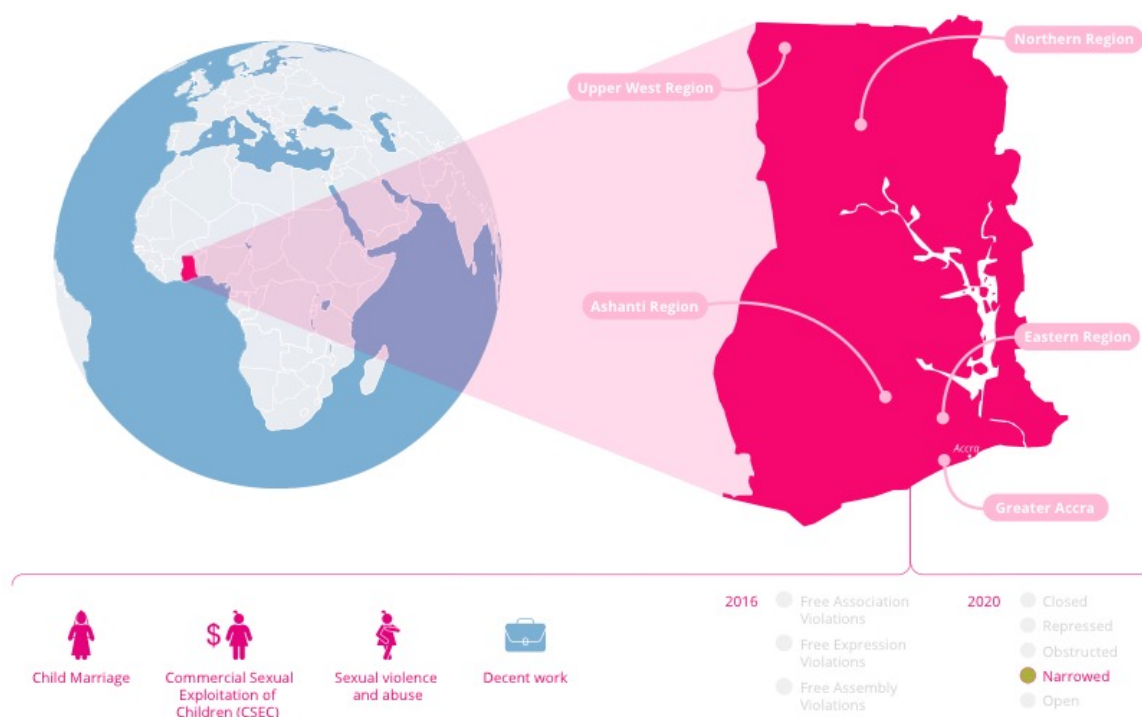
GAA Ethiopia facilitated the establishment of anti-trafficking clubs. The Azezo and Edeget Feleg Secondary School anti-human trafficking clubs have played important roles in an awareness-raising campaign on human trafficking and risky migration using dramas and poems for students in school and the community out of school in Gondar since November 2019. The clubs' contribution in creating awareness outside of their school was delivered by quarterly campaigns, campaigns on international awareness days and through parent and school dialogue sessions. Support from school management, teachers and mini media<sup>27</sup> have played an important role in the clubs' effective campaigns to varying extents. The GAA contributed to the establishment of the anti-trafficking clubs by creating a platform for key partners working on the topic. The Zonal Bureau of Labour and Social Affairs took the leading role in actualising the idea by developing a guiding manual for establishing the clubs. The GAA further strengthened the club by providing L&A trainings for the youth advocates and school management, and organised experience exchange with other youth advocates in the Oromia region. Based on this, we conclude that the GAA has very significantly contributed to the establishment and subsequent success of the awareness raising by these anti-human trafficking clubs.

## SELECTED LESSONS LEARNED

- The GAA's unique strategy in tackling harmful traditional practices such as child marriage has been working meaningfully with the community and faith-based institutions and engaging them in revising their by-laws.
- Human traffickers are part of the community and with the right intervention they can be transformed into productive citizens.
- If provided with an opportunity and platform, girls/boys can take a lead in tackling their own problems.
- Child sensitive courts at the woreda level are necessary, otherwise children are made to testify in an ordinary court, which can sometimes bring additional psychological damage to the survivors
- Law enforcement without awareness creation and attitudinal change has little role in sustainable change.
- Survivors of human trafficking are very instrumental to create awareness among the youth on the dangers of illegal migration.

<sup>27</sup> Communication systems that can help to address the public in smaller spaces such as schools.

### 3.2.3 FINDINGS GHANA (CASE STUDY)



**Programme budget 2016-2020:** 2.8 million EUR

**GAA consortium partners:** DCI-ECPAT (Lead), Plan Int

**Implementing partners:** DCI-Ghana, Ghana NGO for the rights of the Child (GNCRC)<sup>28</sup>, Rights and Responsibility Initiative Ghana (RRIG), International Child Development Programme (ICDP), Centre for the Promotion of Democratic Governance (CENPRODEG), Social Initiative for Literacy and Development Programme (SILDEP), and SONGTABA Securing Basic Rights for Women and Girls

#### OVERALL PROGRESS

In Ghana, the GAA focused on reducing child marriage, sexual violence and abuse, as well as CSEC. The programme also aimed to increase the access of GYW to technical, vocational education and agricultural training (TVEAT), as well as decent work and employment. The programme goals were set against the backdrop of serious cases of sexual violence and abuse of females and youth. child marriage in Ghana – particularly for girls – has been integral to the socio-cultural and religious beliefs and practices, making change difficult. The vulnerability of GYW to GBV is increased by their lack of economic power at the household and productive levels, prompting the need to open up opportunities to training and livelihoods. For this purpose, the programme formulated the following outcomes, to be achieved by the programme by 2020: a) key leaders (chiefs, religious leaders, queenmothers) promote values and practices against GBV (child marriage and sexual violence against children) and in support of the economic empowerment of GYW; b) the effective implementation of legislation (the Domestic Violence Act (DV Act) and the Children's Act) and policies (the Child and Family Welfare Policy) by the Ministry of Gender, Children and Social Protection (MoGCSP); c) the issue of CSEC is fully recognised as a child protection issue as well as an exploitative issue by relevant policy-makers in government (MoGCSP and the Child Labour Unit under the Ministry of Employment and Labour Relations) and the private sector (e.g. the tourism sector, mining, among others); and d) improved implementation of the national employment policy (particularly in relation to TVET policies targeting GYW) by relevant government institutions (MoGCSP and Ministry of Employment and Labour

<sup>28</sup> GNCRC was a partner up until the end of 2018.



Relations) and agencies in coordination with private sector actors.<sup>29</sup> To help to reach these goals, the programme targeted capacity building and practice change among key leaders (chiefs, religious leaders, queenmothers), effective implementation of child protection legislation, awareness raising and policy influencing of government and private sector actors on CSEC and improved implementation of national employment and TVET policies targeting GYW.

The programme was able to achieve a significant number of 192 signs of change up until 2020. Most results were achieved in the community pathway (111 out of 192). Moreover, most signs of change (130 out of 192) in the programme were noted at the practice level. The FTE set out to substantiate nineteen outcomes, representing 10% of the total outcomes harvested by the programme. To ensure that the FTE investigated the most relevant changes, those outcomes with high levels of significance were selected for substantiation, representing the pathways of change and with a balanced geographical spread. Of the nineteen outcomes, including the contribution case, seventeen have been fully substantiated with documentary evidence and stakeholder interviews. For the remaining two outcomes, the stakeholders could not be interviewed despite several attempts to reach them by phone and e-mail, and the documentary evidence enabled these outcomes to be partially substantiated.

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### COMMUNITY PATHWAY

The programme has achieved significant changes in the behaviour and practices of traditional and religious leaders, many of whom have become influencers on girls' rights and protection. One of the successes of the Ghana GAA implementation has been the mobilisation of traditional and religious leaders as champions of change, taking on the role of advocates for girls' protection and promoting their rights to education and making informed decision about their future. This success was seen across the four regions of the programme. After receiving training on the rights of girls and the laws of Ghana that protect these rights, the key community leaders have been emboldened to educate community members, using their platforms as chiefs to influence other traditional leaders to also promote girls' rights. One of the significant results of the intervention of the key leaders was the drafting of by-laws. Since 2018, chiefs and queenmothers have already been pro-active in instituting by-laws that prohibit activities that violate girls and children, as well as defining the sanctions for those who defy these prohibitions. Many of these by-laws cover the thematic areas of the GAA, such as those promulgated by the chiefs and leaders of all 24 GAA communities in New Juaben South and Akuapem North municipalities in June 2019. In Bekwai municipality in the Ashanti region, the girls participating in the FTE FGD attested that the advocacy of the traditional and religious leaders had empowered them.

The programme also resulted in girls and youth advocates having been given a voice in policy-making and advocacy, and they are now also taking initiative to influence other community members/peers to promote girls' rights and protection. Learning about girls' rights and anti-GBV messages as well as the exposure to the prospects/opportunities for their future (e.g. educational visit to the airport, universities, role models) has boosted the confidence of girls in communities. Whereas previously they believed that a girl's place was simply to listen, after the GAA interventions girls have started seeing themselves as people who can voice their policy- and programme-related issues, as well as being part of finding solutions. As part of the GAA approach, trained GYW were made part of the L&A work addressed to critical stakeholders such as key community leaders (i.e. drafting of by-laws on anti-GBV), and the social services sub-committee (i.e. need for the assemblies to announce a drafted proposed by-laws by community leaders). GYW were involved in a public awareness campaign on Covid-19 prevention measures and they also advocated against stigmatisation due to COVID-19. Finally, the programme achieved the formation and strengthening of community child protection committees (CCPTs) in GAA communities, which have provided safe spaces for abused GYW, taking on the role of monitors and first-level responders when it comes to child welfare and protection at the community level.

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<sup>29</sup> GAA Ghana ToC final 27016, p. 13.



The programme achieved these results by providing training on child rights, laws protecting children, and L&A to the major community-level structures including champions of change, CCPTs, youth advocates, school clubs and school-based mentors. These trainings were complemented with dialogue meetings with communities, religious and traditional leaders, executive/legal committees of the respective district assemblies and the regional coordinating council. Regular counselling and guidance were also provided to these advocates as they implement their advocacy roles, at times supported with necessary logistics. GYW were continuously supported and participated in L&A actions at the district, regional and national levels, also interacting with relevant child-focused public agencies. The GAA ensured that these GYW were in the centre stage of public awareness campaigns and media advocacy, making their voices heard on issues of GBV, early marriage, EE and Covid-19 stigmatisation. The GAA had highlighted the rights and roles of girls through platforms like the annual celebration of the International Day of the Girl Child, World Day against Child Labour, International Day of the African Child, International Youth Day and International Women's Day. At the district level, school clubs have been organised, becoming a platform for continuous awareness raising and capacity building of numerous girls and boys on combatting GBV.

**Selected sign of change:** 50 religious and traditional leaders in the Northern Upper East and Upper West regions of Ghana unanimously declared to use their influence to change negative norms affecting girls and urged chiefs to publicly speak out against the practice and institute sanctions to deter perpetrators.

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#### CIVIL SOCIETY PATHWAY

The GAA has strengthened CSO district and regional engagement in child protection issues, especially against child marriage and CSEC, as well as strengthening CSO coalitions. One of the outcomes of the GAA is the mobilisation of CSOs and their willingness to engage in themes of CSEC, GBV and EE in Ghana, as well as strengthening capacities for L&A. The programme also aimed to strengthen CSO coalitions advocating for policy and practice change on child marriage and networking to advance girls' economic empowerment. Although not all initiatives on CSO collaboration were led by the GAA implementing partners, their active participation in the planning and implementation of collaborative measures have contributed to the achievements of coalitions and ensured that the GAA thematic issues of GBV, child marriage, child labour and economic empowerment are on the table. These CSO coalitions included the GirlsNotBrides-National Network, the Regional Platform of Northern CSOs against GBV and economic empowerment (Action Aid, NOYED, E4L, IDC, NORSAAC), the Civil Society Platform on SDGs – of which ICDP is a member – and finally the Upper West Childs Rights CSO Platform (SEND Ghana, Action Aid, SILDEP etc.). Changes were observed across the programme regions, such as in the Tamale metropolis where the local government has started prioritising combatting GBV and EE of girls in their plans and it has collectively worked with state actors in tackling child abuse cases in the metropolis. CSO collaboration in the region has also improved the delivery of ongoing initiatives to fight child marriage and increase girls' access to TVET programmes. In Obuasi and Kumasi (Ashanti region), CSOs now attend joint lobbying meetings and campaigns.

At the national level, the GAA joined forces with the Ghana Human Rights NGO Forum to monitor the Right to Information Law, which was strongly influenced by CSOs. The GAA supported the MoGCSP in drafting the National Strategic Framework for the elimination of child marriage, presenting success stories on girl child protection in one of the stakeholder forums. The GAA also submitted a report to the UPR of the UNHRC. The strength of collaboration at the national level is not as dynamic as those started at the district and regional levels. The GAA also participated in the regional and national network meetings of CSOs to build linkages between human rights advocacy CSOs and NGOs to network and facilitate debate and joint policy-making with decision-makers (linking) on the follow-up actions for the UPR recommendations. The GAA engaged in similar participation in monitoring the implementation of the Right to Information Bill, signed into law by the President in May 2019.

The programme achieved these results by pursuing a strategy of regular stakeholder consultations and participation in network meetings, and the GAA occasionally contributed logistical support for CSO coalition activities. Position papers were also prepared and presented by GAA alliance partners in advocacy events such as the national advocacy to increase resources of the MoGCSP, as they oversee activities of GBV/CSEC, child marriage and EE of girls and women.

**Selected sign of change:** The GAA team and the Girls Not Brides Ghana leadership have forged a collaboration whereby they are working on ending child marriage in Ghana. The action was taken by the GAA alliance team and the Girls Not Brides Ghana leadership on February 28, 2019, in Accra, when an action plan was developed for both partners to campaign for ending child marriage in Ghana.

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## GOVERNMENT PATHWAY

The implementation of child protection policies and programmes has been enhanced especially in the GAA districts, alongside the capacity enhancement of district-level child-focused agencies such as the Social Welfare Department (SWD), Ghana Education Service (GES), Commission of Human Rights and Administrative Justice (CHRAJ) and the Domestic Violence and Victims Support Unit (DOVVSU). No similar mobilisation and capacity enhancement has been observed at the national levels, where the GAA has been less engaged. Strong linkages for planning and implementing child protection policies have been established between the community leadership (CCPTs and traditional/religious leadership) and child-focused public agencies. The CCPT approach necessarily mobilised the participation of public agencies responsible for addressing GBV and child protection issues. Aside from officers from the public agencies becoming resource persons for the training and orientation of community structures, a clear and active reporting line between the CCPTs and child protection agencies has been established, leading to an increase in GBV reporting and actual rescue of GYW from abuse. The GAA was able to strengthen the knowledge and discussion of child rights issues at public agencies, with effective measures to engage communities in addressing these issues. One of the tools that the GAA used was the community communication for development (C4D) tool kit, an interactive education package that aims to raise awareness, while at the same time encouraging discussions towards problem-solving. SWDs in many project districts have started implementing child protection programme using this tool.

A practical and functional referral protocol has been mobilised with CCPTs acting as a link to the child-focused agencies, facilitating the response to GBV, and particularly child marriage cases. Programme planning and collaborative measures for implementing child protection measures have been introduced by the GAA. For instance, duty bearers such as SWD, NCCE, CHRAJ, Ghana Health Service (GHS), GES, and CCPT held joint reviews of strategies in Bekwai municipality to effectively address issues of child rights infringement and violation on November 29, 2019. The SWD in Bekwai municipality embarked on an exercise to remove children from the street to reduce the high incidence of child labour and child trafficking, especially during market days. The collaboration between community, district public agencies, and the GAA has led to the activation of regional child protection committees and subsequent capacity enhancement of the member organisations of these committees such as SWD, GES, and CHRAJ, among others.

In order to achieve its results, the GAA provided orientation and training to district and regional-based agencies responsible for child protection programming. The implementing partners have organised regular dialogues with the decentralised departments and the MMDAs (Metropolitan/ Municipal/ District Assembly) to discuss the inclusion of child protection programmes, including in annual budget planning. However, the latter has not been very successful for many of the districts. The GAA also provided funding on special cases, such as some of the meetings of child protection committees at the district and regional levels. This was done to strengthen collaboration among duty bearers in the enforcement of existing laws on child protection.

**Selected sign of change:** Duty bearers such as the Department of Social Welfare, NCCE, CHRAJ, Ghana Health Service, GES, and CCPT in Bekwai municipality reviewed strategies to effectively address issues of child protection infringement and/or violation on November 29, 2019.

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#### PRIVATE SECTOR PATHWAY

Overall, the results of the programme in the private sector pathway have been limited, in terms of both the number of signs of change (seven in total), and the scale of the changes. The programme's stated final outcome in the private sector pathway was to achieve improved implementation of the national employment policy (particularly in relation to TVET policies targeting GYW) by relevant government institutions (MoGCSP and Ministry of Employment and Labour Relations) and agencies in coordination with private sector actors. However, the results presented here are much more localised, not resulting in changed policies, and sometimes being tied to individual company or programme participant levels. The programme was unable to engage private companies for more substantive and effective dialogue on employment opportunities for the GYW or campaign against GBV and child labour.

GAA engagement with the Eastern Region Ghana Association of Traders and Dressmakers (GAVA-Eastern region) had resulted in greater awareness of the potential of girls to pursue technical and vocational courses that are traditionally a preserve of boys, such as auto-mechanical works. The results of such awareness raising include some parents enrolling their girls in auto-mechanics and electrical courses. Female enrolment in Liberty Vocational Training School in New Juaben has increased from 23 to 76 students since June 2019. About five apprentices have set up their own shops, while two others have gained admission to study at the Koforidua Technical University. A village savings and loan (VSLA) scheme was introduced among community members – including girls – as an approach to mobilise mothers and young women for girls' right advocacy. The VSLAs resulted in enhanced livelihoods and opened opportunities for dialogue on GBV, particularly in the Upper East and Eastern regions.

The GAA achieved these results by conducting regular sensitisation on girl participation in TVET at the community, regional and national levels, during social gatherings, forums, and radio discussions, among others. Regional TVET fairs were also organised in collaboration with other CSOs. Furthermore, through its implementing partners ICDP (Eastern region) and SILDEP (Upper West region), the GAA organised and provided training on VSLA schemes in January 2019. Capacity building was also provided on financial management and bookkeeping. ICDP also provided financial support during durbars and their training events, in some cases paying the school fees for some of the children. The programme had engaged with the regional chamber of commerce and the Ghana Netherlands Business and Culture Council facilitated by the Netherlands Embassy, although no follow-through had been realised as the programme reported that the “private sector did not show interest”.

**Selected sign of change:** Executives of the Ghana Association of Traders and Dress makers (GAVA-Eastern region) started sensitisation of their members on gender equality after CRRECENT engagement with them on November 28, 2017. As a result, some parents have begun sending their girls to pursue technical and vocational courses like auto-mechanics and electricals, which were perceived to be courses for boys or men.

## CONTRIBUTION CASE

of negative practices such as CM, that violates the right of women and children

Strong  
Very Strong

### Contributing factors

- Government enabling environment for CSO engagement on girls' rights, provided a platform for the issues on the ground to be brought to the regional and national levels.
- Care for the girl child is a collective responsibility of the community, a behaviour that still exists in many rural communities. This provides the leaders an opportunity to influence community members to listen, cooperate and promote girls' rights.

### Primary factors

- GAA raised awareness and trained traditional and religious leaders on GBV, CM and other harmful practices, child's rights as well as laws that govern the violation of these rights
- GAA / IPs regularly visits the leaders to provide feedback on GAA plans, hear the progress of advocacy activities of the leaders, identify gaps and provide support when needed
- GAA raised the awareness and trained girls and the youth on rights and legal framework. Leaders found it easier to engage them, especially the YA, in cases of rights violation
- GAA had formed and trained Community Child Protection Committees (CCPT) in program areas, providing a strong support mechanism to the trained traditional and religious leaders.

### Rival factors

- Hindering**
  - Economic pressures force parents to leave girls un-supervised or migrate where the environment exposes the girls to harmful practices
  - Low literacy of some parents prevent the understanding of girls rights and the implications of GBV to the welfare of the girls. Eventually, they retain the behaviour of sending girls to early marriage or keeping them from school
  - Other traditional leaders mindsets have not fully accepted the needed change and eventually send counter-messages to their constituencies or continue with harmful practices. Views that label the departure of traditional roles of girls as being "Western", thus foreign to GHA.
  - Bureaucracy (particularly within the National Secretariat) preventing the program to engage the National House of Chiefs in supporting the role of traditional leaders as voice for the rights of girls

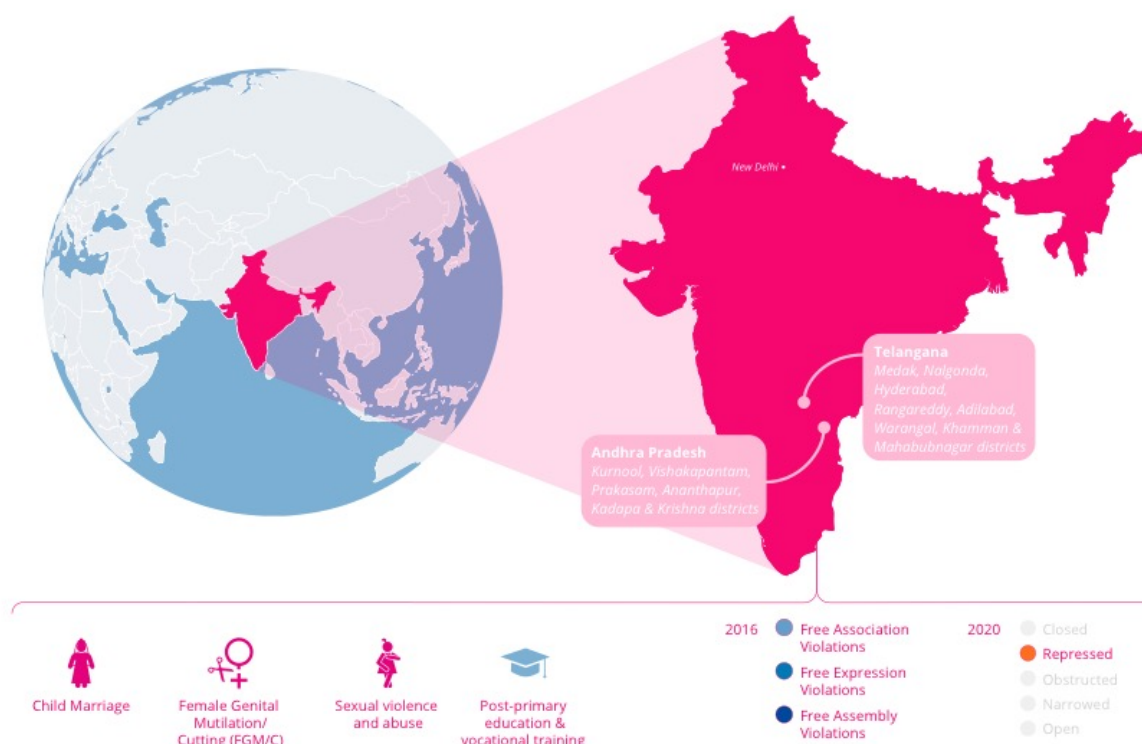
Based on the assessed needs of the champions of change to learn more about laws governing child protection, the GAA APT decided to bring 20 champions of change from the four (4) programme regions together for a three-day training workshop (April 29-May 1, 2019) in Accra, which culminated in a press conference on the fourth day (May 2, 2019). During the press conference – which was attended by the Dutch Ambassador and a representative from MoGCSP – a communiqué was presented by the champions of change, made up of a group of traditional leaders (chiefs, queenmothers) and religious leaders from the Ashanti, Northern, Eastern, and Upper West regions. They called on other traditional and religious leaders to denounce all forms of negative practices such as child marriage, exchange marriage, domestic servitude and other harmful practices that violate the right of women and children. The GAA raised awareness and trained traditional and religious leaders on GBV, child marriage and other harmful practices, child's rights as well as laws that govern the violation of these rights, and advocacy. The GAA also conducted regular visits to these leaders to provide feedback on GAA plans, hear the progress of advocacy activities of the leaders, identify gaps and provide support when needed (e.g. drafting of by-laws, logistics to go to other communities or participate in radio programmes, coordination with other stakeholders).

The GAA has raised awareness and trained girls and youth on rights and the legal framework. Some of these trained youth have been mobilised by the champions of change to pursue cases of rights violation and support advocacy. The GAA formed and trained community child protection committees (CCPTs) in programme areas, providing a strong support mechanism to the trained traditional and religious leaders (some of whom are members of the CCPTs). The FTE therefore concludes that the GAA has significantly contributed to the call by a group of traditional leaders for other traditional and religious leaders to denounce all forms of negative practices, as formulated under the outcome.

## LESSONS LEARNED

- Building a coalition of local CSOs to lobby for more effective child protection systems proved difficult given the differences in priorities, themes, strategic programming and limited funding for many of these CSOs. Some success has been achieved in mobilising such coalitions together with regional, national and international NGOs.
- Collaboration among partners has been effective and brought efficiency to the project. Professionalism, effective monitoring and quality of compliance were observed from the partners, although scope for improvement in coordination was identified, as well as the need for more regular sharing.
- Adequate preparation of youth advocates before an advocacy event holds strong importance; for example, background information on every advocacy campaign/event and international day celebration so that they can effectively participate. One youth advocate was invited to be part of the girls' presentation of amendments to the Child's Act, but he did not have any idea on what those amendments were and who drafted them.

### 3.2.4 FINDINGS INDIA



**Programme budget 2016-2020:** 3.2 million EUR

**GAA consortium partners:** Plan Int (Lead), TdH

**Implementing partners:** Mahita, Rural Action In Development Society (RAIDS), and Sramika Vikas Kendra(SVK)

## OVERALL PROGRESS:

The programme has been successful in achieving its intended (final) outcomes, moving from agenda setting to practice change in three out of four pathways. Progress has been made along the fourth pathway of the private sector, whereby sensitisation of corporates was achieved, but the allocation of corporate social responsibility (CSR) funds by corporates towards education for girls and skilling for young women is not yet fully met.



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## COMMUNITY PATHWAY

The programme has seen considerable changes in practices of community-level religious leaders from Hindu and Muslim religions in Andhra Pradesh and Telangana states to prevent child marriage themselves and engage in the sensitisation of community members at large on its prevention. The programme contributed to these changes by pursuing a multi-faceted approach: (a) carry out research entitled “Facing Constraints and seizing opportunities: CMs in Andhra Pradesh and Telangana” on the implications of child marriage and follow up with targeted visits for evidence-based advocacy; (b) develop knowledge and skills of community leaders in legal, psycho-social, and health aspects of child marriage; (c) pursue sensitisation through representative bodies of Hindu and Muslim religious leaders such as Archaka Sanghas (priests’ associations of Hindus), Wakf Boards (of Muslim religious leaders) and relevant government bodies such as the Endowment Department and Minority Commission; (d) and most importantly, advocacy for rights by youth themselves.

**Selected sign of change:** Archakas (religious priests) of Bhagya Nagar Purohit Sangham are only solemnising marriages after verifying the proven age of both the bride and bridegroom. Similarly, 4,650 archakas of the Telangana State Temple Archaka & Employee Association in 31 districts are doing the same.

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## CIVIL SOCIETY PATHWAY

The programme has achieved the support of a multitude of registered child rights NGOs and networks of NGOs in advocating for effective enforcement of laws such as the Prohibition of Child Marriages Act 2006 and Compulsory Registration of Marriages Act 2002. These NGOs have written petitions/requests to government departments such as Women Development and Child Welfare, as well as the governments of Andhra Pradesh and Telangana at the district and state levels to allocate required budgets for – among others – adequate provisions at secondary schools to ensure girls continue education, as well as advocating with governments to bring amendments to state rules/acts to prevent child marriage and child trafficking effectively. The NGOs have also been raising awareness within communities, including among parents at a scale. The programme contributed to these changes by strengthening the NGOs’ capacities in advocacy and improving their institutional policies related to safeguarding children and gender.

**Selected sign of change:** On August 23, 2019, several CSOs from Khammam in Telangana state submitted a representation to the National Commission for Protection of Child Rights (NCPCR) chairperson requesting to recommend to the central and state governments to increase the budget for secondary education for girls and establish anti-human trafficking units (AHTUs) in Khammam district.

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## GOVERNMENT PATHWAY

In this pathway, the programme has seen achievements/intended practice-level changes stemming from its L&A efforts as action has been taken in several areas:

- (a) In terms of enforcing the Prohibition of Child Marriage Act (PCMA-2006), **examples** from Andhra Pradesh state include the Women Commission issuing letters to all thirteen district collectors in October 2019 to activate child marriage prohibition officers (CMPOs) and suggesting a list of actions to be followed by the department to eradicate child marriage. Moreover, in December 2019, the Endowment Department directed all of the executive officers in the state to obtain marriage applications at least three days before the marriage in a prescribed format to verify the age before marriage.
- (b) Regarding the implementation of existing acts on combatting child trafficking. **Examples** here are (a) in July 2020, by a decree from the MoHA, funds were released to strengthen existing AHTUs in 332 districts and create new AHTUs to covering all districts; (b) In April 2020, the departments of Women Development and Child Welfare in Andhra Pradesh and Telangana commenced



developing state plans of action on child marriage (c) while district child protection units in all 44 districts are functional.

- (c) By July 2020, the Boards of Secondary Education in both states had increased the secondary education budget by 10% and promoted educational schemes for girls to delay marriage.

The programme contributed to these changes with a multi-pronged approach, including: (i) direct lobbying by youth advocates and organised survivors of trafficking combined with indirect lobbying to show the scale of the issue, e.g. by sending letters from communities to the PM office; (ii) strategic collaboration with supporters of child rights such as supportive MPs to raise their voice on child marriage and trafficking issues, selected specialised agencies such as the Right to Education (RTE) Forum to work on promoting girls secondary education and the State Legal Services Authority (SLSA) in Andhra Pradesh and Telangana to work on vulnerable children; and (iii) supporting government services by providing informative booklets for police officers promoting synergy between the police and legal departments.

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#### PRIVATE SECTOR PATHWAY

The programme has shifted its strategy of reaching companies from promoting the allocation of specific/mandatory CSR budgets towards secondary education for girls and job-oriented vocational training (JOVT) for young women through the private sector apex organisations. After trying to work through the Confederation of Indian Industries [CII] and the India-Netherlands Business Association [INBA] Hyderabad, the programme found a more effective entry point to the business community. Accordingly, it developed a case (Deloitte) and held an event that was attended by 40 corporates in August 2019, out of which 22 corporates were further followed up to increase their investments for education for girls and skilling for young women. This shift in strategy has been seen as progress towards achieving the set ambitions of the programme, albeit beyond the programme timeline. Indeed, while the commitment of these corporates in investing in secondary education and JOVT has been promising, it has somewhat petered out with Covid-19 pandemic.

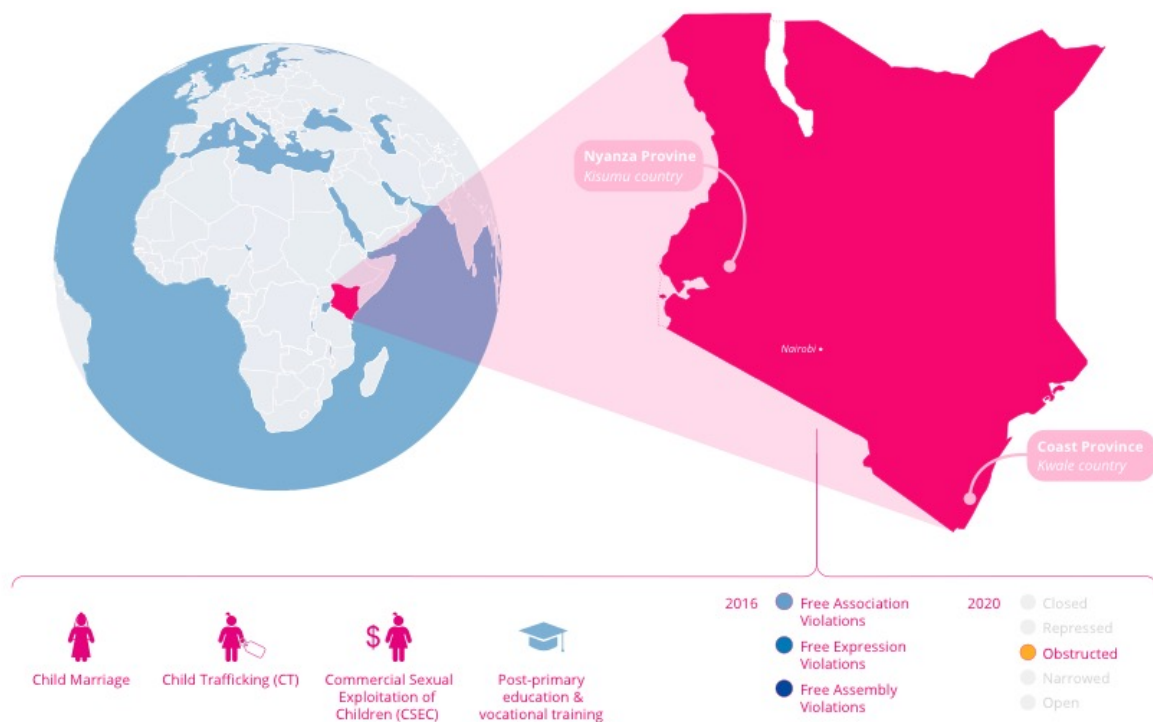
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#### SELECTED LESSONS LEARNED

The most effective strategies in policy influencing of targeted actors in a complex socio-cultural environment include:

- (1) Using appropriate entry points such as representative bodies of Hindu and Muslim religious leaders to reach individual priests and imams, and selected departments of targeted ministries and commissions in parliament to support the implementation of laws/decrees/commitments made at higher levels.
- (2) The multi-pronged approach of using different yet complementary strategies to put and keep advocacy asks such as GBV on the agenda despite changes in government cadre or private sector priorities. Complementary strategies are media messages for raising and keeping public attention, youth advocates to inform and enthuse targeted government, community, and private sector representatives, and research findings to simulate and support political will to change the status quo.
- (3) Youth advocates empowered by the programme – which strengthened their self-esteem, educated them on how to package their messages, enabled their access to power players in different sectors and different levels (including international) – most successfully explain the challenges that they face, and propose engaging in dialogue to find solutions, including proposing solutions towards sustaining their advocacy actions.

### 3.2.5 FINDINGS KENYA



**Programme budget 2016-2020:** 3.3 million EUR

**GAA consortium partners:** TdH (lead), Plan Int

**Implementing partners:** Women's Empowerment Link (WEL), Coalition on Violence Against Women (COVAW) and Nyanza Initiative for Girls' Education and Empowerment

#### OVERALL PROGRESS:

The programme has been successful in achieving its ambitions, moving from agenda setting to practice change in communities, civil society and government. Progress has been made with the informal sector private sector, while some signs of change in the formal sector can also be observed.

#### COMMUNITY PATHWAY

The programme has seen desired changes in practices in targeted communities. Opinion-shapers in the community such as chiefs have been changing their attitudes and even norms by giving GYW platforms to discuss issues affecting them. An important milestone was achieved in 2018 when Kwale elders started engaging in dialogue sessions to explore ways of addressing negative social norms, notably those underlying child trafficking and CSEC. A selected sign of change here is that since September 2019 the chief in Seme has made deliberate efforts for the girl advocates to participate in their baraza (platforms for government to engage with the community).

The programme has successfully engaged the religious leaders to use their platforms as spaces for dialogue on GBV and EE issues, as an exceptional practice. A selected sign here is that since January 2020, the Kibra religious leaders have provided the girl advocates with platforms in Madrasa and church Sunday schools to create awareness among youngsters on the negative social norms violating the GYW rights.

A third group that has become more supportive is parents, who have changed from being unwilling to help young mothers to care for their children, which caused school drop-outs and subsequently child marriage/GBV. One example of this change is that since December 2019 parents from Kibra have supported teenage mothers in caring for their children.

Youth have been increasingly organising themselves as political actors, not only taking space but also reporting on cases of abuse. This is **exemplified by the following signs**: (a) in June 2019, girl advocates from Mikayi, Seme, and Kibra reported and followed up five defilement and GBV cases in the community to the authorities; and (b) since November 2019, girls in Kibra and Kisumu have walked away from abusive relationships, gained the courage to speak out about their experiences and encouraged others to do the same. Notably, boys and men have shown a remarkable change in their perceptions of GYW. They have also begun supporting GYW initiatives aimed at eliminating GBV and EE, **exemplified by** the fact that in October 2019 men from Kibera started an online campaign through social media to end GBV.

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#### CIVIL SOCIETY PATHWAY

The programme has achieved the support of a multitude of registered child rights CSOs and their networks in advocating for the effective enforcement of laws and policies. Developing their L&A capacities resulted in partner CSOs influencing local governments, as **exemplified by the following selected signs**: (a) on August 7, 2019 in Kinondo ward in Kwale county, during the public participation on the annual development plan county budget, GAA partner CSOs lobbied the county government to allocate fund for constructing a safe house and supporting the survivors of sexual and gender-based violence; (b) in November 2019, CSOs in Kibra developed a GBV database to track cases stalled in court, through which they have pushed for the more successful prosecution of GBV cases; and (c) in July 2019, the Kwale CSO network identified various gender gaps in the county budgeting process and lobbied for the review of the county integrated development plan to enhance gender mainstreaming in the county planning and budgeting.

Moreover, the programme has created strong partnerships with the CSOs, which has resulted in more coordination and speaking with one voice against GBV. One **example of change** here is that in October 2019, members of the Kwale Child Rights Network and Kwale Gender Technical Working Group formed a neutral committee of six and followed up on the stalemate on the Kwale SGBV bill, which resulted in establishing a rescue centre for survivors of GBV in one part of the county. CSOs have been successful not only at the local but also the international level.

A **selected sign of change** here is that in September 2019, 45 youth advocates representing 300 girls from Kwale developed a draft statement for the UPR pre-session in Geneva, which was presented by a youth advocate in December 2019.

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#### GOVERNMENT PATHWAY

In this pathway, the programme saw positive uptake of policy issues and commitment to developing relevant policies to address GBV and EE. **Selected signs** here include the following: (a) in July 2018, the Kwale county governor appointed a dedicated officer to spearhead the development of the Kwale County Gender Bill; (b) in June 2018, the Ministry of Education developed guidelines for the school re-entry policy and SGBV guidelines for schools, while in November 2019 Kisumu launched the county SGBV policy, and the programme has seen success in stimulating the use of existing provisions through the introduction of monitoring and reporting; and (c) in 2016-2018, lobbying targeted the National Council for Children's Services for the review of the NPA against SEC 2013-2017.

In 2018, the review and costing of the NPA against SEC 2013-2017 was finalised, and the 2018-2022 NPA was finally adopted and approved by the Cabinet Secretary Ministry Labour and Social Protection. This is **exemplified by the following signs**: (a) in July 2018, the National Council for Children Services (NCCS) resumed the reporting of the state report on the status of children in Kenya and its submission it to AU; (b) since September 2019, the Kisumu County Director of Education has been monitoring and reporting on the implementation of the return to school policy; and (c) the Ministry of Interior and Planning constructed and equipped Kikoneni police station and established a gender desk, which has

been operational since March 2020. Furthermore, government officials such as ward administrators, chiefs and members of the county assembly have recognised GYW as critical players on governance issues. Examples of changes include the following: (a) since November 2019, the chief in Kibra has recognised the efforts of the girl advocates in reporting and following up cases of GBV in the community; and (b) since November 2019, ward administrators from Kisumu West and Seme have created platforms for girls' participation on governance issues to strengthen accountability at the sub-county level.

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#### PRIVATE SECTOR PATHWAY

The programme has been more successful with the **informal sector**, working directly on behavioural changes of identified key agents, namely riders of bicycle and motorcycle taxis (boda boda) in Kisumu and Kwale, and drivers of mini-buses (matatus) in Nairobi. The programme used the fact that this informal sector is organised and has by-laws as an entry point. Parallel programmatic strategies of mainstreaming gender into their by-laws, training their leadership and bringing girl advocates to sensitise riders/drivers themselves have borne fruit. Aside from the fact many of them have stopped harassing the girls, since August 2019 matatus have taken deliberate actions to encourage women to join the workforce at the Nairobi CBD and in Kibra.

In comparison with the informal sector, it has proven more difficult to influence the **formal** sector. However, in conjunction with the national launch of the private sector study on April 10, 2019, the media (audio, visual and print) provided free and wide coverage of the private sector's role in addressing GBV. Together with programme's work on CoCs, this led to members of the private sector association in Kwale county drafting a CoC to govern their premises and reduce cases of CSEC/child trafficking on June 20, 2019.

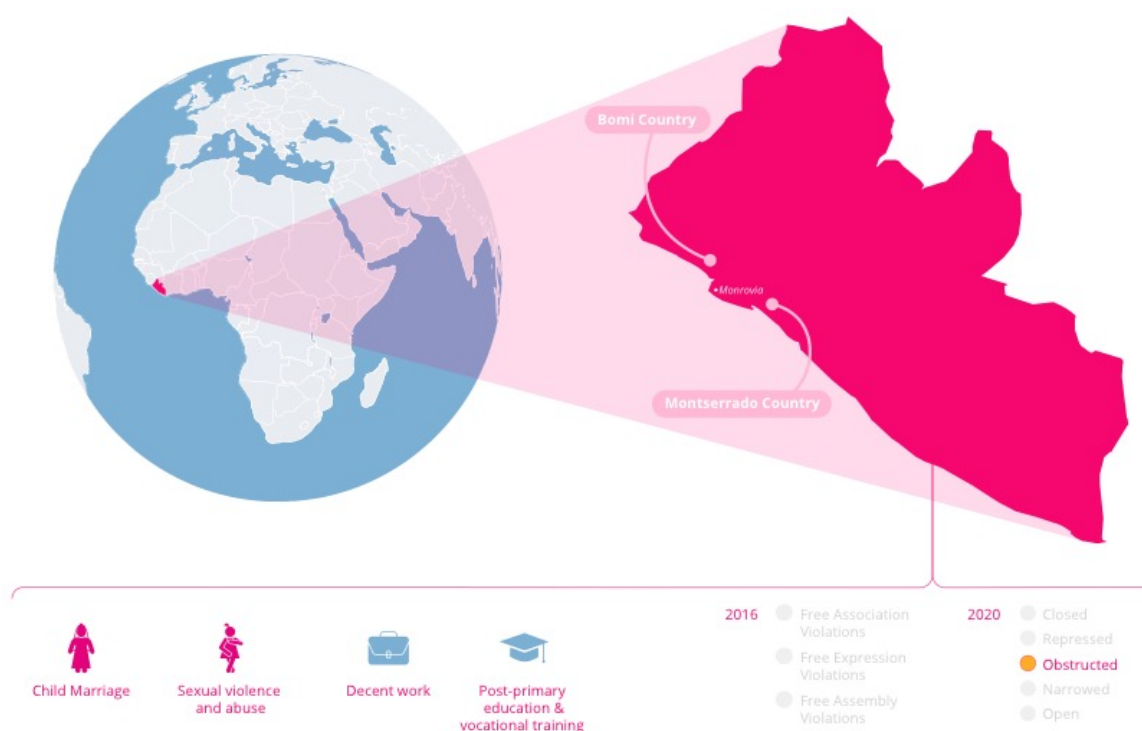
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#### SELECTED LESSONS LEARNED

The lessons learned from the ways of influencing targeted actors for desired changes include the following:

- (1) Working with religious leaders is an effective way of realising change as they are key influential leaders to change social norms and possess a strong ability to shape and influence the opinions of the community.
- (2) Working closely with men and boys, with parallel attention to working on regulations and individual attitudes increases the chance of success ("what men don't understand, they block").
- (3) Instead of advocating on behalf of girls, it is important to empower girls to lead the change that they want. With this approach, the programme's mission is to be a bridge that connects girls to opportunities.
- (4) Media advocacy such as radio talk shows, write-ups and documentaries organised by the programme proved to be an effective strategy in playing an instrumental role in provoking the government to act, as well as creating awareness within communities.

### 3.2.6 FINDINGS LIBERIA



**Programme budget 2016-2020:** 1.8 million EUR

**GAA consortium partners:** DCI-ECPAT (Lead), Plan Int

**Implementing partners:** DCI Liberia, UFDUM, YUDA, CSI

#### OVERALL PROGRESS

The programme has been particularly successful in the community pathway, where practice change has taken at the level of intended final outcomes. In the CSO pathway, civil society was able to unite effectively to increase its influence on the government and local business on GBV and EE issues. The government pathway proved more challenging and time-consuming and some of the fruits of the GAA's work could not (yet) be picked. Engaging the private sector also proved challenging, as there were no clear entry points to the private sector actors.

#### COMMUNITY PATHWAY

The programme has achieved considerable changes in community practices, particularly regarding the elimination of child marriage, FGM and sexual violence. Through lobbying and clear examples, target communities as well as customary and religious leaders were convinced that certain traditional norms, values and practices are harmful for individuals as well as the community as a whole. The programme has worked with change makers and GAA ambassadors to further strengthen their cause. Some of these change makers were boys and girls trained by the GAA, but there are now also community leaders who function as GAA ambassadors. Another major change is that existing local and customary laws have now been written down and are currently in line with national laws. After the laws were written down, the GAA invited local officials representing the national government to check to assure that they were in line with national laws, while additional by-laws were also included. This was a combined effort of community, religious and traditional leaders, and the GAA Liberia country team to ensure a broad support base across society.

**Selected signs of change:** (i) The town chief of Damah town in Senjeh district launched a door-to-door community engagement, encouraging parents to send their girls and children to school for the 2019-

2020 academic year; (ii) in February 2020, the chairman of the Islamic Council of Bomi county in the person of Imam Yusuf Sheriff reported a child marriage case involving a fifteen-year-old child, and ensured that the marriage was cancelled.

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#### CIVIL SOCIETY PATHWAY

The objective of the civil society pathway was to improve cooperation between child rights CSOs and as such increase their influence on government and local business on GBV and EE issues. The CSO pathway achieved a number of successes, on which the CSOs collaborated networks and were able to bring about change by influencing the government. Examples include blocking a proposal to change a law against rape and making punishments more lenient. Due to the influence of united and like-minded CSOs, this amendment of the law was prevented. Plan Liberia and DCI Liberia (currently the chair) are part of the Liberia Child Rights NGO coalition. As a result of good collaboration, an alternative report on children's rights (specifically the GAA themes) was submitted to the UPR. In addition, since 2017, DCI and UNICEF have provided technical and financial support, which led to the establishment of the National Child Welfare and Protection Policy of the Republic of Liberia. However, it was not always easy to unite the CSOs around a topic due to different interests and focus areas, which has limited the results in this pathway.

**Selected sign of change:** In 2018, Plan and DCI were among several like-minded CSOs and networks that lobbied with government for the passage of the DV Act, which was finally passed into law in 2019.

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#### GOVERNMENT PATHWAY

In the government pathways, most of the successes that have been achieved are related to agenda setting and policy changes. GAA ambassadors have been playing an important role by participating and speaking in public events, e.g. during 'take-over' events, conferences and radio shows. It proved very challenging to help the national government to move from drafting laws to passing and enforcing them. Furthermore, bringing about change at the national level proved to be a time-consuming process, partly due to a change in government in 2017 and subsequent changes in different key positions in government. Furthermore, the country faced political unrest from 2018 onwards, which lessened the prioritisation of GAA issues by the government.

Some major achievements are foreseen in the near future, such as an increased number of female police agents in the Woman and Children Protection Section (WACPS) of the Liberia national police, although funding here remains a challenge. Another expected success is the bill for establishing the Liberia TVET Commission, in which GAA partners have contributed in drafting of the bill. The bill aims to establish commissions, which in turn can help GYW to gain access to TVET. Voting on the bill and establishing the commissions has been (further) postponed due to Covid-19.

**Selected signs of change:** (i) Since December 2019, the Director of Domestic Trade at the Ministry of Commerce has committed to work with the Forum for African Women Educationalists (FAWE) and TVET institutions to link female students graduating from TVET institutions to private institutions for both internship and employment opportunities; (ii) since 2017, DCI has lobbied and advocated with the Deputy Minister for TVET at the Ministry of Youth and Sports to waive the tuition fees of 22 vulnerable young women, which led to their enrolment at the Klay Agriculture and Vocational Training Centre located in Bomi county.

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#### PRIVATE SECTOR PATHWAY

Achieving commitment of the private sector to ensure equal economic opportunities has been challenging. Initially it was intended to work with Dutch companies in Liberia and with help from the embassy and the ambassador, it was possible to gain some access. However, gaining access to the regular Liberian private sector was difficult without this additional support and linkages, and often it



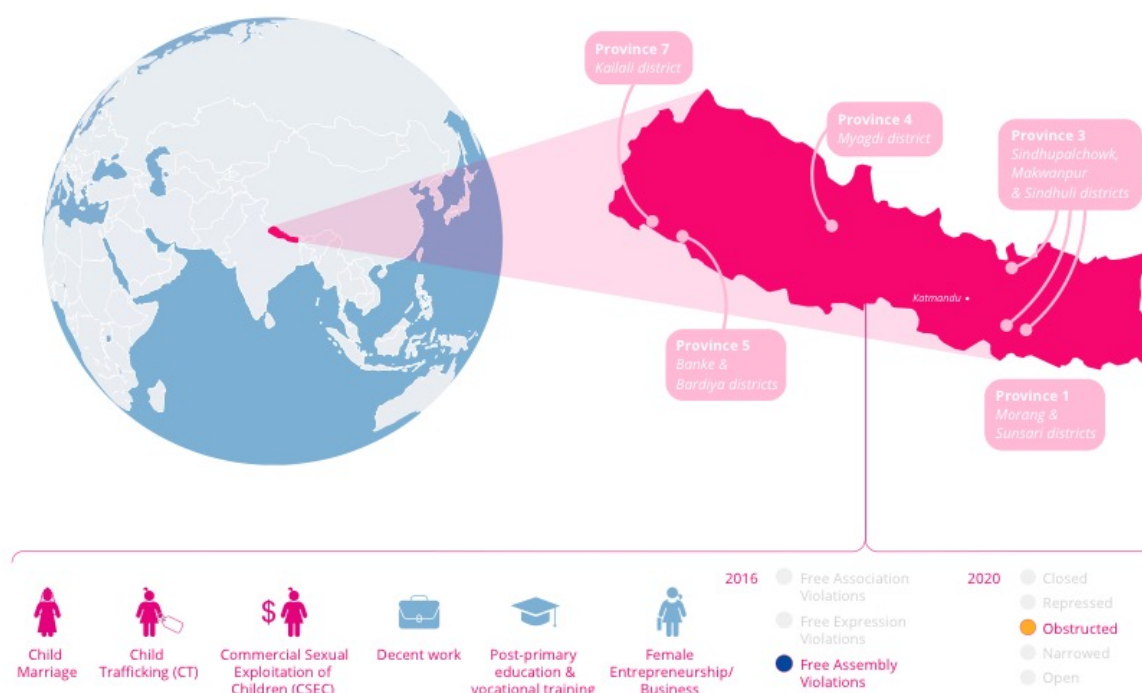
was concluded that the private sector did not see the need to address GBV issues or hire girls/women. After the regional GAA meeting in Ethiopia, where it was established that many GAA APTs had difficulties achieving results in the private sector pathway, it was decided to pay more attention to those pathways where more successes could be achieved. One of the success stories of GAA Liberia in this pathway was the collaboration with Sime Darby Plantation.

**Selected sign of change:** At the end of the training conducted by DCI Liberia, the management of Sime Darby Plantation was influenced to produce a gender policy, whereby e.g. young women employed by the company are now being given maternity leave.

#### SELECTED LESSONS LEARNED:

- Having the local/customary/religious leaders on board is essential as they are catalysers of and gateways to change.
- Creating employment opportunities and action against GBV in the private sector proved challenging. Most of the institutions are small-scale enterprises owned by individuals, which makes it challenging to effectively lobby and negotiate for young women who have acquired vocational skills to gain employment opportunities at a larger scale. Closer collaboration and advocacy with the government (combined with efforts in the private sector) on these issues could be more effective.
- Working with girl advocates as ambassadors of change in the lobby for girls' rights and meaningful participations enables government officials and institutions to understand the importance of the meaningful participation of GYW in government conferences.

### 3.2.7 FINDINGS NEPAL



**Programme budget 2016-2020:** 1.8 million EUR

**GAA consortium partners:** Plan Int (lead)

**Implementing partners:** Women Rehabilitation Centre (WOREC), Child Workers in Nepal Concerned Center (CWIN), National Alliance of Women Human Rights Defenders (NAWHRD) (strategic partner), National Inter-Religious Network (NIRN) (strategic partner), AIESEC (strategic partner), Beyond Beijing Committee (strategic partner), Kathmandu University (research partner)

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## OVERALL PROGRESS:

The programme has been successful in achieving results, while moving from agenda setting to practice change in all four pathways. It achieved even higher numbers of practice changes than agenda setting changes in three out of the four pathways. While some progress was made along the private sector pathway, this has not translated into achieving a high number of outcomes at the targeted trekking and hotel associations, in part due to the Covid-19 crisis heavily affecting these sectors.

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## COMMUNITY PATHWAY

In the community pathway, the programme achieved its main results with youth networks and religious networks, through advocacy on the allocation of municipal funds. The aim was to ensure that GYW were able to influence municipalities to allocate budget to end child marriage, sexual exploitation, elimination of HTPs and promotion of economic empowerment. The GAA was most successful in municipalities and with religious leaders where Plan already had good linkages and relationships from previous programmes. While youth have now been engaged in municipal planning processes, due to Covid-19 they have not been able to take the actual steps towards implementation. Nevertheless, the youth are engaged in online advocacy by raising GBV issues in their social media and through interaction programmes with decision-makers through radio programmes during the Covid-19 crisis. Youth networks have been started and are now initiating programmes on their own, as well as with support from municipalities. One of the approaches used by the programme was to give specific training to the youth groups (leadership and advocacy training) and religious leaders (sensitisation on gender issues).

**Selected sign of change:** Hindu and Muslim religious leaders of Beni municipality have started to verify the age of girls and boys before entering them into marriage since April 2019.

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## CIVIL SOCIETY PATHWAY

The programme has achieved a good network of CSOs that actively pursue the issues that the GAA has tabled and supported them with. The programme is on track with progress in this pathway, which aimed to contribute to a CSO network monitoring the implementation of government policies regarding child marriage, sexual exploitation, and economic empowerment of young women in GAA-targeted municipalities by 2020. Outcomes have mostly been achieved at the community level, rather than the national or district level, and the majority have been practice-level changes. The CSO networks in all GAA working districts had revised their joint advocacy action plan against GBV/HTPs by March 2019 and started implementing the action plans. In 2020, they revised these action plans again and developed new action plans accordingly. CSO partners were engaged in mechanisms like CEDAW, raised concerns on GBV, and helped field staff to sensitise local governments on their role and responsibilities towards these accountability mechanisms. The strategies used by the GAA to achieve this were identifying key CSOs working in communities, whether networks needed to be reformed or created, connecting to other networks and platforms, facilitating monthly meetings, and ensuring that GBV was a key agenda point by providing CSOs with information. While originally part of the strategies that the programme had planned to use in this pathway, CSOs did not receive specific training as part of capacity building.

**Selected sign of change:** The perpetrator of an acid attack was finally detained (after six years) under the joint coordination of police and the civil society of Hetauda, as published on December 2, 2019. To achieve this, the CSO made continuous lobby to the police.

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## GOVERNMENT PATHWAY

In this pathway, the programme aimed for the Ministry of Women, Children and Social Welfare (MoWCSW) to allocate required budget and monitor implementation of its umbrella policy on HTPs through a newly-established monitoring mechanism at the national level. The programme sought to

achieve this change by actively engaging with the community, CSOs, parliamentarians, elected members at the federal, provincial and local levels, and committees associated with SAARC to influence the state and hold the government accountable on the issues of child marriage and CSEC and the economic empowerment of GYW. The programme focused on both municipal and national levels to achieve this change. One of the achievements was that the criminal code was amended to include HTPs. Since this has become punishable, it has provided the GAA with a benchmark with which they could pursue advocacy strategies. The achievement on the code was supported through the GAA's strategic partnership with the National Women Human Rights Defenders forum, which generated a declaration against HTPs. The programme also ensured the development of a strategy to end GBV and an action plan to end child marriage, which was endorsed in five out of twelve municipalities. The results of these efforts in the government pathway are mixed: while the programme made progress on having the code, strategy and other policies accepted, endorsement itself is not sufficient. The actual implementation of the practice changes (monitoring of implementation) at the government and municipality level has largely not been achieved.

**Selected sign of change:** MoWCSC has developed a detailed action plan, which also includes the activities outlined by the GAA (such as working with youth, religious leaders, developing GBV strategy, campaign against HTPs). The GBV elimination fund has been established at the ministry and directive has been given to local-level government to also develop a GBV action plan with allocated budget. As published on February 25, 2020 in national daily My Republica, the Ministry of Women, Children and Senior Citizens has released Rs 10,000 each for all 753 local levels to initiate the procedure to establish a GBV elimination fund.

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#### PRIVATE SECTOR PATHWAY

The programme set out to achieve change in a sector that it identified at the start of the programme, namely the hospitality and tourism sector. There, it aimed to develop a code of conduct specifically outlining child protection policy, gender policy, decent work principles (safety and security at the work place) and ethical recruitment. It aimed to achieve this through lobby with the hospitality and tourism sector to sensitise them on their role in realising decent work for young women. Since it was the first time that the programme had worked with private sector, and it only worked with two associations – Hotel Association Nepal (HAN) and Trekking Agencies Association of Nepal (TAAN) – it did not achieve many outcomes. Only TAAN endorsed the policy on child protection, gender, ethical hiring and decent workplace. Association boards changed yearly, which required the programme to build new relationships to introduce the proposed policy on a yearly basis. Progress is further constrained by the effects of Covid-19 on the tourism sector in Nepal in general. It seems a missed opportunity here that the programme did not aim for a focus on EE through entrepreneurship and the increased inclusion of women and girls in these economic sectors.

**Selected sign of change:** TAAN endorsed the policy on child protection, gender, ethical hiring and decent workplace on November 6, 2019.

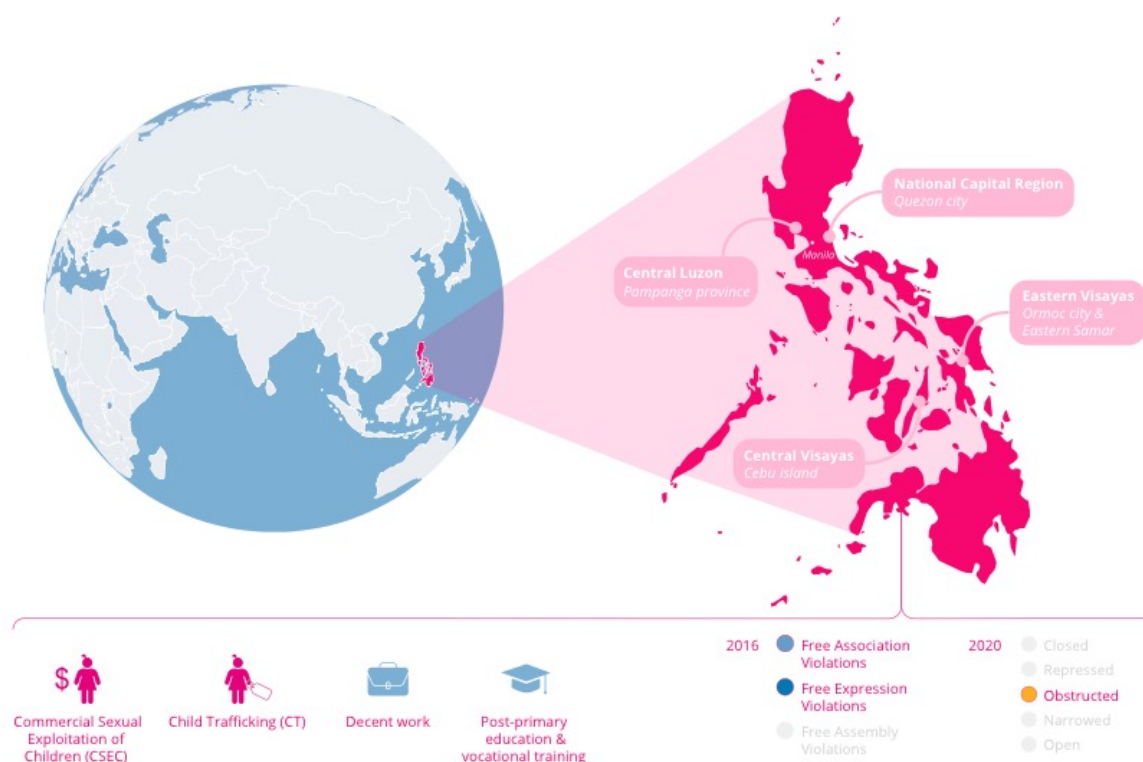
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#### SELECTED LESSONS LEARNED

- At the community level, the programme mostly worked with leaders and youth. However, the programme team realised that working with strong groups of mothers who are influential in changing gender norms would have allowed the programme to achieve even more. A next programme would deliberately incorporate this, working with a women's group component.
- Reflection on the private sector pathway shows that it would have been beneficial to target different businesses, while incorporating a strong focus on EE and reinforcing the link between policies and programme stakeholders and participants.

- The programme has come to realise that five years is a short time to develop a whole new policy, and have it both endorsed and implemented. Nepal has policies, and the challenge remains in their implementation.
- Instead of working with the more large and powerful CSOs, the programme prefers working with CSOs that share a similar thematic focus to increase ownership on GBV issues in the networks and CSOs.

### 3.2.8 FINDINGS THE PHILIPPINES (CASE STUDY)



**Programme budget 2016-2020:** 2.8 million EUR

**GAA consortium partners:** Plan Int (Lead), TdH

**Implementing partners:** ECPAT Intl, PACT, CLB, FORGE, BIDLISIW, SPARK Philippines, PKKK, ECLIPSE and TdH Samar Field Office

#### OVERALL PROGRESS

In the Philippines, the GAA aimed to reduce the discrimination of girls and women in society at large, focusing on addressing two forms of GBV, child trafficking and CSEC and the EE of young women. The programme goals were set during a period of alarming incidences in GBV cases, aggravated by an increase in human trafficking, and commercial and online sexual exploitation of children and women. To help reach these goals, the programme's key outcomes targeted monitoring and reporting abuse cases by barangay and community leaders, CSOs promoting child and human rights and advocating with the government and private sector to address CSEC, child labour and TIP and EE, national and LGUs implementing child protection laws, laws being passed increasing the minimum age of sexual consent and the Human Trafficking Education Preventive Programme Act, and finally targeting private sector actors to adopt relevant labour laws, national and local standards and ethical practices.

The programme achieved a very high number of 397 signs of change up until 2020. Most results were achieved in the government pathway (128 out of 397). The FTE set out to validate 38 outcomes, representing 10% of the total outcomes harvested by the programme. To ensure that the FTE investigated the most relevant changes, the outcomes selected were those with a high level of

significance, representing the pathways of change, and ensuring a balanced geographical spread. From the 38 outcomes, 21 have been fully substantiated, including the contribution case. Five outcomes were partially substantiated by documentary evidence, while twelve outcomes were not substantiated. The data collection and outcome substantiation of the FTE was a constraint on the APT members and CSO partners, who were in the thick of programme implementation. Some identified stakeholders did not respond to the contact efforts, while for some outcomes the APT was unable to provide names of any relevant stakeholders who could be contacted for substantiation.

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## COMMUNITY PATHWAY

In this pathway, the programme aimed for 112 targeted barangays and its leaders to monitor and report incidents using the established referral mechanism on CSEC, child labour and TIP cases and the EE of GYW.<sup>30</sup> The programme was able to meet most of the target outcomes under this objective. Among the results achieved, girls and youth advocates have been given a voice in policy-making and advocacy and are now taking initiatives to also influence other community members/peers to promote girls' rights and protection. There have also been significant changes in the behaviour and practice of male members of CBOs, many of whom have become influencers on girls' rights and protection.

Girls and boys who had participated in various GAA programme activities increased their knowledge about their rights and what practices within their family and environment constitute abuse. They have been mobilised to roll-out the messages to young people in other schools (intended to be the next generation of GAA youth advocates), and eventually invited by LGUs to also speak to officials and other sections of the public. Some of them had been co-opted in the Municipal Child Protection Committee (MCPC), which drafted ordinance against TIP, CSEC/OSEC, having their voices reflected in regulations protecting themselves and their peers. Their mobilisation along these lines helped to enhance the monitoring and reporting of cases, especially as survivors have more trust revealing their situation with their own peers.

CBOs such as Men Opposed to Violence Everywhere (MOVE) and Self-Help Association for the Rights and Empowerment (SHARE) – both in Region 8 – have mostly male leaders spearheading the advocacy for children and women's rights. After their exposure to GAA training and seminars on TIP, CSEC/OSEC, the leaders embarked on awareness raising of their own members and the community at large, addressing both youth and adult men and women.

The programme achieved this by providing training and seminars on child rights, laws protecting children, L&A to the girls and boys in schools, as well as in the communities. These trainings were complemented by coaching and mentoring during school roll-out seminars and youth campaign planning, leadership camps, and 'face your fears' seminars. The awareness sessions served as safe venues for reporting/disclosing abuse. The GAA ensured that the youth were at the centre stage of public awareness campaigns and media advocacy, making their voices heard on issues of GBV, TIP, and CSEC/OSEC. Girls and boys were continuously supported and participated in L&A actions at the community, provincial, regional and national levels, as well as interacting with relevant child-focused public agencies. Regular counselling and guidance were also provided to these advocates as they engaged with LGUs in drafting relevant child protection ordinances, at times supported with necessary logistics. At the national level, continuous networking and partnership paved the way for the youth to be part of a series of meetings with the Philippine Commission on Women, Sen. Risa Hontiveros' Office and NGO Saligan on the development of the safe spaces implementing rules and regulations (IRR).

**Selected sign of change:** Barangay captains and BCPCs of Cebu city, Mariveles Bataan, Palayan, Munoz and Cabanatuan Nueva Ecija provided inputs and participated in public consultations and campaigns

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<sup>30</sup> GAA Philippines ToC July 2019.



on the development of IRR for the RA 11313 Safe Space Act held on September 26, 2019 in Angeles Pampanga.

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#### CIVIL SOCIETY PATHWAY

In this pathway, the programme aimed for 120 CSOs in National Capital Region (NCR), Region III, VII and VIII to promote the rights of girls, boys, youth, women, and LGBTQIs and L&A with the government, private sector and community leaders to address CSEC, child labour and TIP and EE following advocacy plans and representing the demands of their constituency.<sup>31</sup> The programme has achieved important milestones under this outcome, although the level was not as expected and the process proved difficult, as many of the CSOs had different agendas and priorities compared with the GAA.

The GAA has strengthened CSO municipal and provincial engagement in child protection issues especially against TIP, CSEC/OSEC, as well as strengthened CSO coalitions. CSO networks and alliances were developed and expanded in the course of the programme, particularly aimed at ensuring that all voices are heard and diverse views are reflected in the drafting of child protection laws and their implementation. The GAA facilitated this network formation successfully in Region 3 and the NCR. In the NCR, PACT – which is already a coalition of CSOs for women’s rights – was able to strengthen its member organisations and add more CBOs around the issues of TIP and CSEC/OSEC. These networks were able to lobby for ordinances and policies, strengthen protection mechanisms and influence the private sector to adopt more women/child-friendly policies. In Mariveles municipality, GAA-PKKK organised CSOs and provided them with awareness raising on CSEC.

The programme provided training on Philippine child protection laws to CSOs, as well as technical and financial support to participate in influencing the LGUs to pass ATIP and CSEC/OSEC ordinances. CSO partners also promoted the drafting of CSO gender policy based on their own respective gender policies, facilitated by GAA training inputs. The GAA has bridged the child-focused CSOs and the government SDG VNR focal point, thereby providing an excellent opportunity for child-focused CSOs to contribute to the SDG VNR. Trainings conducted on gender sensitivity served as stimulus enabling the CSOs to advocate for the elimination of abuse in their respective communities.

**Selected sign of change:** Five CSOs/NGOs in Eastern Samar province convened and collaborated to form a provincial CSO network represented by 23 municipalities to set and meaningfully represent in the sectoral committees of the Provincial Development Council, and it was granted a 10 million budget in the 2019 Provincial Annual Investment Plan for CSO capacity development and organisational strengthening.

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#### GOVERNMENT PATHWAY

The programme aimed to achieve the final outcome that the Department of Justice, Department of Social Welfare and Development, Philippine National Police, Department of Labour and Employment, Inter-Agency Council Against Trafficking, Inter-agency Council Against Child Pornography and targeted LGUs would ensure functionality of protection mechanisms.<sup>32</sup> The programme achieved significant results in this pathway. The programme enabled the implementation of child protection policies and programmes, which had been enhanced through GAA support to L&A with barangay and municipal level child-focused agencies, as well as creating strong linkages for the planning and enforcement of child protection policies, resulting in the effective implementation of the referral flow chart, a mechanism for reporting and survivor protection and care. The significant practice changes achieved in the government pathway can be explained by the relatively high level of policy change, which transpired due to the success of GAA influencing. These changes were observed/harvested as early as

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<sup>31</sup> GAA Philippines ToC July 2019.

<sup>32</sup> GAA Philippines ToC July 2019.



2017, since GAA CSO partners kicked off their interventions engaging the LGUs – particularly the MCPC and BCPC – with discussions on TIP, CSEC/OSEC issues and the urgency of instituting ordinances that protect children from these abuses/crimes. Aside from a few LGUs that have been stalled by the Covid-19 restrictions and requirements, most of the LGUs across the GAA programme areas have enshrined ATIP, CSEC/OSEC ordinances (e.g. ordinance in strengthening child protection in travel and tourism, local ordinance on CSEC/OSEC and trafficking, executive order for the search for most child-friendly barangays, ordinance organising the local committee ATIP and VAWC).

The significant level of practice change was due to the effective implementation of the ordinances, including: (i) multi-disciplinary team planning for programmes; (ii) technical, logistical and budget support for awareness raising across communities and institutions/companies; and (iii) support for the enforcement, justice improvement, rehabilitation and integration of survivors.

**Selected sign of change:** Upon a third and final reading, Cabanatuan City Committee on Disaster, Committee on Laws, Rules and Regulations and Committee on Social Welfare, Women and Family approved two ordinances – “An Ordinance Creating the Cabanatuan Committee Against Trafficking and VAWC” and “An Ordinance adopting and providing the Standards in Building Communities that Protect Children from Trafficking in the City of Cabanatuan as a tool to be utilised by the City to strengthen the LCATVAWC” – on November 10, 2018.

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#### PRIVATE SECTOR PATHWAY

The programme aimed for private sector actors (merchandising industry, travel and tourism, broadcast media and business process outsourcing) to understand their roles and responsibilities in addressing CSEC, TIP and child labour, and for private sector actors to integrate relevant labour (national/local) standards and ethical practices (e.g. child protection, gender-sensitive guidelines) in their company policies.<sup>33</sup> Most changes in this pathway are on practice change (65%), followed by agenda setting (24%). Policy change achievement was low as only a handful of private companies have integrated child protection policies in their exiting company rules. Among the programme’s main results that it was able to achieve under this pathway, the GAA was able to influence some private companies to adopt their practices in line with Philippine child protection laws, and a few have referred other company owners to do the same. The programme was also able to influence the Department of Labour and Employment to hold recruitment programmes that are focused on benefitting young women.

Many of the outcomes on private sector were generated from Region 7, especially as the partner CSO (BIDLISIW) has experience and expertise in mobilising private sector partnerships. This expertise/experience is not present in most other partner CSOs, as they themselves admitted and explained why their achievements in this pathway were below expectations.

**Selected sign of change:** Dusit Thani Manila HR Director influenced the association of HR managers in the hospitality industry to include child protection orientation in its quarterly meeting in March 2019.

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<sup>33</sup> GAA Philippines ToC July 2019.

## CONTRIBUTION CASE



The consortium of Plan International Philippines, PKKK and ECPAT Philippines identified the strategy of forming an LGU consortium to “scale up” the awareness raising and training activities initiated at the individual LGU level by the respective GAA CSO partners. The awareness raising for LGUs on the issue of TIP and workshop on drafting ATIP ordinances was jointly conducted by Plan International and the Inter-Agency Council Against Trafficking (IACAT) in January 2019 and the multi-disciplinary team (social welfare, prosecutors and police) training on handling cases of TIP was held in April 2019. The LGU consortium meeting was organised to provide a venue for the LGUs to update each other on the status of the action plans generated during the training. Thus, starting in August 2019, LGU officials from the project areas in Region 3 (Mariveles, Nueva Ecija and Pampanga) hold regular monthly meetings to discuss among themselves the development of ordinances, programmes and activities related to children’s rights and protection, including CSEC and OSEC issues. The GAA provided seminars/refresher courses on VAWC, and continuous dialogue with LGUs on TIP, CSEC/OSEC, including follow-ups on ordinance drafting and hearing processes at the municipal council, MCPC and BCPC levels. The GAA also raised awareness, trained and organised high-school students to become youth advocates for child protection (Mariveles Youth Alliance-MAYA; ECPAT Youth Advocates- EYCA; PKKK Youth-Nueva Ecija). The GAA organised and trained local CSOs to advocate against TIP, CSEC/OSEC, eventually becoming members of the municipal and barangay child protection councils. The FTE therefore concludes that the GAA significantly contributed to the LGUs’ monthly meetings on GAA-related subjects, as formulated under this outcome.

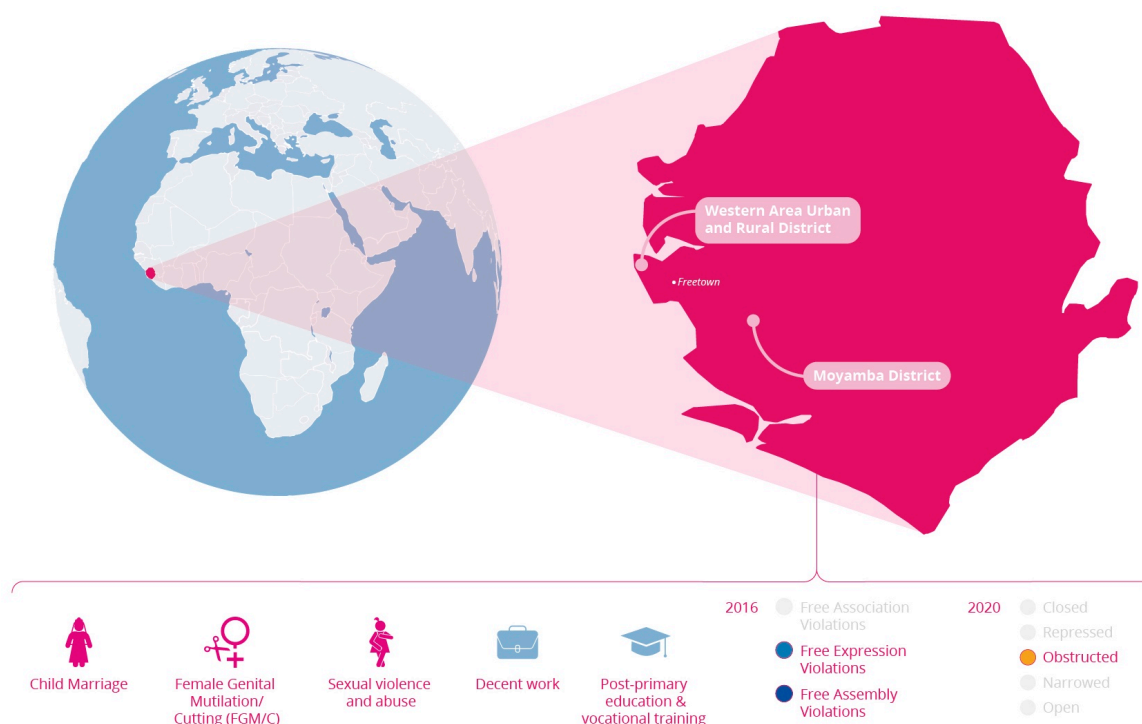
## LESSONS LEARNED

- The annual strategic planning, review and OH conducted twice a year was a good platform for sharing and learning, but it was insufficient to meet the strategic and timely demands of GAA work on the ground.
- Many partner CSOs believe that due to the different specialisations, each of them have generated best practices that could also be shared to achieve progress in some of the target objectives. There were cases where they only learned of a best practice by a GAA partner on social media. There was the expectation that the facilitation of sharing best practices should be

initiated from the national level, and more mechanisms for sharing best practices could have been introduced, such as designated meetings, a GAA newsletter, and facilitated exchange visits to the field for learning purposes.

- There were delays in the start of the project and the release of programme funds, and partner CSOs believe that the reporting templates can be made more efficient and less cumbersome, while there was a need to improve the communication and information management system since some partner CSOs were unaware of each other's activities in similar locations or with similar actors. Meanwhile the smooth communication between TdH at the country level and the TdH field offices solved many implementation bottlenecks.

### 3.2.9 FINDINGS SIERRA LEONE



**Programme budget 2016-2020:** 1.9 million EUR

**GAA consortium partners:** DCI Sierra Leone (lead), Plan Int Sierra Leone (PISL)

**Implementing partners:** DCI Sierra Leone, Youth and Child Advocacy Network (YACAN)

#### OVERALL PROGRESS:

The alliance in Sierra Leone has been partially successful in achieving its intended outcomes in the four pathways, moving from agenda setting to practice change in two out of four pathways. The alliance and its implementing partners were particularly successful in the community and civil society pathway. Successes in the government pathway were achieved, although in a few cases achieving practice change was hampered by changes in the government and by the Covid-19 pandemic. The fourth pathway – private sector – proved to be the most challenging one, and the initially-set ambition of sensitising a large number of companies has not been fully met.

#### COMMUNITY PATHWAY

The aim of this pathway was to eliminate child marriage, (under-age) FGM and sexual violence and abuse and increase public support for girls' and young women's (equal) access to post-primary education and job and entrepreneurship opportunities. Practice changes in the community regarding

education, child marriage and GBV have taken place. The involvement of a broad spectrum of the population and stakeholders (customary and religious leaders, boys, girls and police, teachers and child welfare committees (CWCs)) has been key in the GAA's approach. The CWCs – which have representation of a diverse range of stakeholders – have been activated and were challenged to undertake monitoring of their respective communities and conduct activities. This has improved the coordination among local structures and the government. One of the challenges encountered was that soweis (traditional practitioners of female genital mutilation) continued to promote and practice initiations. During the programme, it became apparent that for these soweis, initiation is their source of income and livelihoods, which was not addressed by offering them other sources of income. Nevertheless, soweis and particularly the soweis council was reached and collaboration has taken place, whereby a number of soweis agreed to stop under-age FGM and act as examples (agents of change) for others.

**Selected sign of change:** Following intensive community awareness-raising activities in June 2018, for the first time ever the people in Mambo village reported an SGBV case to the family support unit of the police on June 18, 2018. Since then, over five cases of SGBV had been reported to the FSU by December 2018.

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#### CIVIL SOCIETY PATHWAY

Within the civil society pathway, the programme managed to nearly achieve its intended final outcomes. These results have proven to be key drivers of change once CSOs work together and are capacitated. The intended outcome of this pathway has been achieved, namely increased influence by child rights CSOs and the Child Rights Coalition Sierra Leone on the government. The GAA has provided support on policy creation for CSOs, technical and logistical support in the development of documents and capacity building. Besides, one of the successes that can be attributed to the GAA is the support to youth advocates, which led to a youth advocate of Sierra Leone delivering a speech during the UN Day of General Discussion in Geneva and GYW setting up their own organisation.

**Selected signs of change:** (i) In December 2019, child right CSOs in Sierra Leone including DCI-SL, Equality Now and Institute for Human Rights and Development in Africa (IDHR) secured an ECOWAS court ruling asking the government to lift the ban of pregnant girls from attending school in Sierra Leone; (ii) in March 2020, the Ministry of Basic and Senior Secondary Education (MBSSE) announced that the ban on pregnant girls attending school had been overturned with immediate effect, and it has been replaced by two new policies focused on the 'radical inclusion' and 'comprehensive safety' of all children in the education system.

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#### GOVERNMENT PATHWAY

Achieving practice changes in the government pathway has proven more difficult and it has been a time-consuming process. Most of the changes that have taken place in this pathway are policy changes at lower levels of the ToC. The progress on the harmonisation of child marriage laws (harmonisation of customary and national law) has proven difficult. Child rights CSOs were asked to consult, but after a change in government in 2018 the new minister decided that the consultation process had to be changed and desired another approach. Work on the harmonisation therefore had to start over again. One of the achievements was a CoC for teachers and other educational personnel addressing sexual violence and harassment at schools, which was reviewed and validated by CSOS, including members of the GAA.

**Selected sign of change:** The Ministry of Education and its Teaching Service Commission finally called a validation meeting on October 30, 2019 for CSOs, teachers and other partners to validate the reviewed CoC for teachers and other educational personnel. Shortly afterwards in December 2019, the CoC was finalised.

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## PRIVATE SECTOR PATHWAY

There were not many results achieved in this pathway, as the private sector was challenging to access and engage. Initially, mapping of the private sector was planned, but once the research was conducted it did not provide much information that enabled GAA Sierra Leone concrete entry points to the private sector. Few of the partners had any experience in engaging the private sector, which made it difficult to determine who should be approached. It was attempted to create CoCs and draft policies. Most of the efforts resulted in having interesting discussions with a number of hotels and other companies on topics such as child marriage, gender inclusiveness and the economic empowerment of (young) women. Companies had other priorities, and this only worsened when the Covid-19 crisis hit the country and economic survival became the companies' priority. Nonetheless, one of the few successes in this pathway concerned the fact that in 2019 two institutions – Obasanjo Training College and IPAM (Institute of Public Administration and Management) – made a commitment to give a quota of 60 scholarships to GYW from GAA communities to acquire certificates and diplomas in different programmes, including social work, entrepreneurship, solar installation, and business administration. They not only committed themselves but also actually gave the scholarships. The GAA team supported young women submit their applications for the admission process.

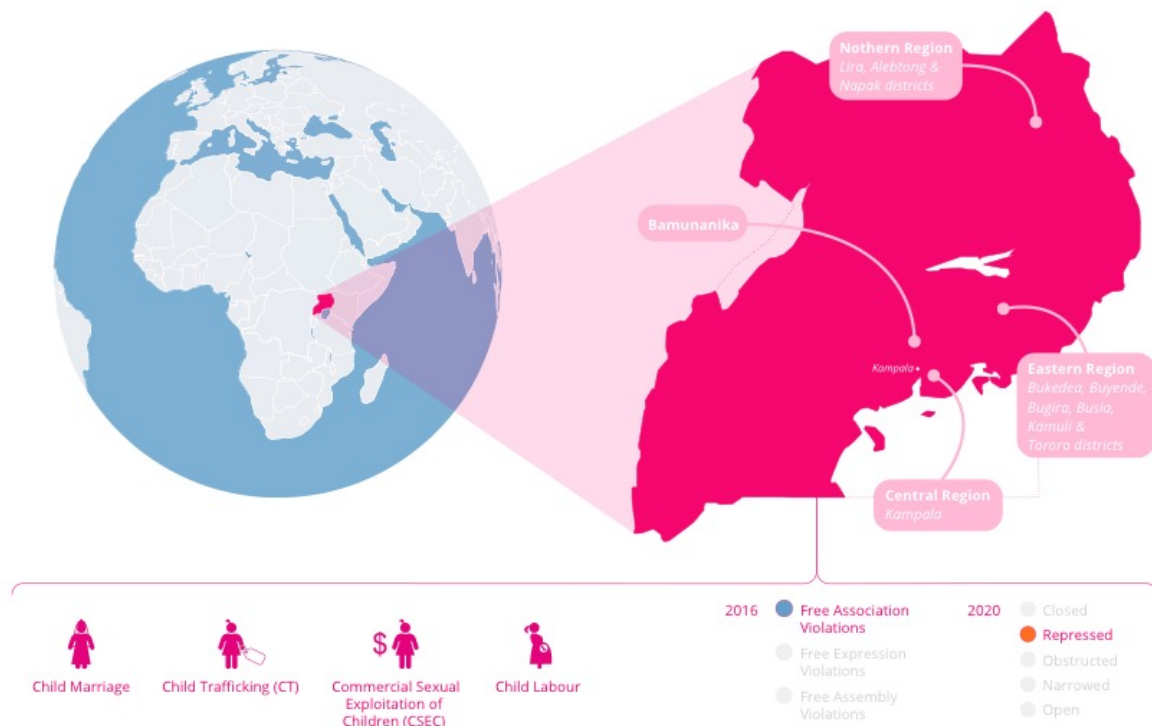
**Selected sign of change:** In February 2020, a company named Vimetco in Moyamba district declared in a feedback meeting organised by DCI that they had started implementing policies to promote economic empowerment for GYW for the first time. This included awarding scholarships, increasing employment opportunities, and sensitising employees on the legal implications of sexual involvement with girls.

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## SELECTED LESSONS LEARNED

- If economically empowered, GYW can be better champions of change in their communities, and they can mobilise themselves and form groups to advocate on certain issues.
- For soweis, initiation and other harmful social practices are a source of income and thus their source of livelihood. This should be taken into account by providing alternative sources of income when trying to eradicate harmful practices.

### 3.2.10 FINDINGS UGANDA



Programme budget 2016-2020: 3.3 million EUR

GAA consortium partners: TdH (lead), Plan Int

Implementing partners: Protecting Families Against HIV/Aids (PREFA), The Uganda Association of Women Lawyers (FIDA), Platform for Labour Action (PLA), Uganda Youth Development Link (UYDEL), Rahab Uganda, Dwelling Places, Somero Uganda, Ecological Christian Organisation (ECO), Joy for Children (JFCU), Trailblazers Mentoring Foundation (TMF), Restless Development Uganda (RD)

#### OVERALL PROGRESS:

The programme has been successful in achieving its intended outcomes and ambitions, seeing tangible results in terms of both protecting and empowering girls. Significant progress has been made on different thematic areas at local levels, requiring scaling up to the national level.

#### COMMUNITY PATHWAY

The programme has seen considerable changes at the local and sub-national levels, in the areas of both the protection and empowerment of children. The former – protection – has been achieved through religious and cultural leaders, as well as ordinary community members becoming vigilant. Among the many **examples of successful protection**: (a) In February 2019, 43 children were withdrawn from Nakabaat and Loolung mining site by L.C1 of Mogoth village and enrolled into school as a result of the lobby by the headteacher of Atedeoi Primary School; (b) on March 21, 2019, following up the cases reported by community members, the child protection committees intercepted 388 children from being trafficked to urban centres and returned to Napak; and (c) in January 2020, as a result of the 2019 media campaign on children trafficking and migration (CTM) issues including an article connecting Karamojong children with the Al Shabab rebel group, 91 CTM female survivors were rescued and repatriated back to Uganda from Kenya by Interpol.

For the programme achievement area of youth **empowerment**, **examples** include the following: (a) in 2019, five GYW groups formed associations that have now developed into village savings and loan associations (VSLAs) and are accessing government programmes; (b) in April-October 2019, 34 child



marriage cases were reported by GYW, boys/men champions in Bukedea, Alebtong, Kamuli, Bukedea, Lira, and Tororo districts; (c) in May 2019, young women and men from the six districts presented a petition to the speaker of parliament on the day of the Girls Get Equal global campaign launch day; and (d) on May 17, 2019, young women presented a petition to the chief administrative officer of Kamuli district local government to address employment-related challenges of young people such as poor, delayed or lacking payments, sexual harassment at the workplace and a lack of access to economic opportunities for girls.

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#### CIVIL SOCIETY PATHWAY

To petition for selected issues speaking against GBV and for EE of girls, the programme has capitalised on both nationally- and locally-organised CSO efforts and added value by strengthening the advocacy capacity of these networks, through the identification, formulation and pursuit of selected advocacy requests in a unified voice ("singing an alliance song"). **Examples of successful lobbying by CSOs** include the following: (a) in 2019, the district youth advocacy networks together with Restless Development lobbied the district local governments for a budget to facilitate labour officers conducting workplace inspections, which resulted in allocated funds for Kamuli and Bukedea labour offices; (b) the Bugiri Child Labour Working Committee lobbied the Bugiri district local government to adopt the child labour ordinance, which was approved on November 28, 2019, and advocated for the development of a data tracking tool, which was provided to Bugiri CSOs involved in the collection of child labour data; and (c) in November 2019, 40 CSOs under the Ugandan Civil Societies Coalition against Trafficking in Person Uganda (UCATIP) developed and submitted their first constitution to the national NGO board to register and validate the coalition as a network on the prevention of trafficking in persons (PTIP) act in Uganda.

Moreover, by working together and strengthening each other's capacities, GAA partners have been able to attain stronger positions, such as Rahab Uganda being selected as the chair for the coalition against CTM in May 2019 due to the collaboration of CSOs under the UCATIP.

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#### GOVERNMENT PATHWAY

In this pathway, in addition to the changes presented in the CSOs pathway, the programme has seen achievements stemming from its L&A efforts at the local level. One area of results – in terms of local government recognising, prioritising, and allocating resources for girls' economic empowerment – has been attained by directly supporting budgetary meetings. **As a selected sign of change**, on March 11, 2019, the Assistant Chief Administration Officer in charge of health and education in Alebtong district committed 6 million shillings for the 2019/2020 financial year, which has been reallocated towards following up the process of gazetting the ordinance in the Attorney General's office incorporating aspects of ending child marriage. This and other allocations attained at the local level continue as CSOs in the network of GAA and youth activists keep lobbying for them.

Another area of achievement on child labour has been a result of national-level lobbying backed by other programme components such as awareness raising in the target communities, research by a group of youth researchers, and training of government officials. **A selected sign of change** is that work with the Ministry of Gender, Labour and Social Development (MGLSD) resulted in the government monitoring of gold mines in Bugiri through its new mining and mineral policy that criminalises the use of child labour, a budget increase for the allocation of labour officers for the 2018/2019 financial year by 2 million Uganda shillings (105% increase), and the appointment of labour officers of the MGLSD to conduct labour inspection in Bugiri mines.

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#### PRIVATE SECTOR PATHWAY

The programme has prioritised improving the situation for women in places of their employment, like schools and colleges. **A sign of change** among many is that in February 2019, Tororo Town College in

Tororo district improved the working conditions of its employees by paying them for additional hours worked and giving 60 working days of paid maternity leave instead of one month, subjected to on-call duty as the need arose. Another area of considerable progress is in reducing CSEC prevalence in the hospitality sector. A combination of research, work with the community and relying on district labour inspector has resulted in **signs of change** such as the following: (a) in August 2019, boda boda cyclists in Nateete Lubaga division formed an action group called “tusitukire wamu” to prevent CSEC in their communities and they rescued a girl from being sexually abused at Mabiito Pub; (b) since February 2019, three entertainment places (Dido bar, Comrades Bar and Wonders Bar) in Kampala have put in place rules and regulations prohibiting access to girls below the age of eighteen; (c) in June 2019, over ten private sector actors including SWICO, City Tyres, Café Javas, Supreme Flour, Kenjoy Supermarket, SBI International, New Vision, Pepsi, supported the GAA’s #SchoolsNotStreets campaign to end child trafficking and unsafe migration in Uganda by willingly funding and speaking up against child trafficking on their media platforms.

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## SELECTED LESSONS LEARNED

The following strategies proved to be most effective while working on policy influencing in various thematic issues with multiple partners:

- (1) Deliberate efforts in the capacity building of young people for youth-led advocacy enables not only an effective but also sustainable push for changes, as exemplified by their continuous lobbying for providing funds from local governments;
- (2) Capitalising on and building stronger coalitions of dedicated organisations, including young women in CSO movement and investing in CSO collaboration is a foundation for impact at scale;
- (3) Scaling up results from the local to the national level is reinforced by leveraging international processes such as UPR and CEDAW or working through regional parliaments and making this work an explicit part of the country programme.

### 3.2.11 FINDINGS AFRICA REGION (A ‘LIGHT’ CASE STUDY)

**Programme budget 2016-2020:** 2.8 million EUR

**GAA consortium partners:** Plan Africa Union Liaison Office (lead), DCI-ECPAT, and TdH

**Implementing partners:** Forum for African Women Educationalists (FAWE), EACSO (East Africa Civil Society Forum and Collaborative Centre for Gender and Development), GenCED (Gender Centre for Empowering Development- Ghana), MEMPROW (Mentoring and Empowerment Programme for Young Women- Uganda), YOCEL (Youth Coalition for Education in Liberia) and YNSD (Youth Network for Sustainable Development- Ethiopia), Plan Int Africa Regional Office, DCI Sierra Leone, ECPAT Int – Africa representative, the Uganda Association of Women Lawyers (FIDA)<sup>34</sup>, Eastern Africa Child Rights Network (EACRN)<sup>35</sup>

**Focus thematic areas:** EE, female entrepreneurship and post-primary EDU, GBV SV&A, FGM, child marriage, CSEC and CTM

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## OVERALL PROGRESS:

The programme has been successful in achieving its ambitions on practice change in the CSO pathway, but achievements were more mixed in the intergovernmental pathway. While results at the regional and sub-regional levels have been achieved, the results seem most evident and significant at the national level and on GBV-related issues.

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<sup>34</sup> A partner in the GAA only up to the end of 2018.

<sup>35</sup> Replaced FIDA from 2019-2020.

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## CIVIL SOCIETY PATHWAY

The programme achieved good results in institutionalising the girls' movement in regional CSO spaces and CSOs holding states accountable to the Maputo Protocol. The aim of this pathway was to achieve stronger regional CSO networks, which through their advocacy enable prioritising issues of child marriage, commercial sex exploitation and trafficking of children, GBV and economic empowerment of GYW on public and political agendas. The second aim of forcing decision-makers to translate commitments into actions plans, budgets, and services as well as changes in practice and attitudes has resulted in the scorecard on the Maputo Protocol. This scorecard enables civil society to hold states accountable, since states previously tended not to report on this protocol.

The programme contributed to these changes by pursuing a multi-faceted approach, comprising research, capacity building, L&A, and networking and linking. Engagement of media has also proven to be instrumental, by identifying certain media contacts and training them on child-friendly reporting. As a result, there has been an increase in media reports on CTM, for example; the Monitor stories on Karamoja girls and the reporting on child trafficking in the East Africa and Great Lakes region. Most of the results were achieved at national levels, with some linkages to sub-regional networks. However, these CSO linkages with sub-regional networks – such as ECOWAS – could be improved through better coordination of CSO linkages with these institutions in the future.

**selected sign of change:** The Maputo Protocol scorecard was applauded by the GIMAC secretariat and African CSOs as a critical evidence-based accountability tool for CSOs to hold governments accountable on the implementation of the Maputo Protocol throughout 2019.

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## INTERGOVERNMENTAL PATHWAY

In this pathway, the programme has seen some achievements stemming from its L&A efforts at regional levels, but these have mostly remained changes at the agenda setting and policy level. In this pathway, two target actors or areas are distinguished, namely regional bodies such as the AU on the one hand, and regional economic communities (RECs) such as ECOWAS and EAC on the other. In this pathway, the programme aimed for improved monitoring and accountability mechanisms and practices by regional and sub-regional bodies (ECOWAS and EAC) on GBV and the EE of girls, as well as influencing and establishing regional and sub-regional policies on migration, covering cross-border issues of CSEC and trafficking, and successfully mainstreaming children's rights, women's rights and gender equality. Some of the EAC countries' immigration officials – e.g. in Uganda and Kenya – signed a joint communiqué agreeing on what role each party will play to curb trafficking at the borders, resulting in the interception and return of trafficked girls to their home countries without prosecution. Intended results at the ADB and on EE were limited due to a lack of technical expertise at these regional spaces and opportunities for engagement at a high level.

In 2019, the programme decided to focus less on the ADB. The achievement of the African Report on Girls and the Law – included as a selected sign of change below – is an important and illustrative result of the GAA's achievements in this pathway. The report comprised a review of existing laws that needed reforms, instead of proposing new laws and policies. It provided a comprehensive analysis and framework for gender-sensitive and responsive laws and socio-economic – especially budgetary – policies. This evidence for both policy-makers and CSOs with which further L&A strategies could be elaborated contributes to improved performance by African governments in fulfilling their obligations on the protection and equality of girls throughout Africa.

Other important achievements in this pathway include the critical support provided to the AU Ending Child Marriage campaign, whose mandate was extended for another four years, the continental scorecard on the Maputo Protocol (partly already highlighted in the CSO pathway) that has been taken up by the AU, and the adoption and popularisation of the first ever ACHPR and ACERWC Joint General

Comment on Ending Child Marriage, in addition to spearheading the general comment on CSEC. Another area of change to which this programme and pathway contributed was the cooperation between the Mano River states of Sierra Leone and Liberia on child trafficking. Using ECOWAS guidelines, both states were engaged to establish political commitment and act upon the cross-border trafficking of children.

**Selected sign of change:** The African Report on Girls and the Law is the first report of its kind to undertake a thorough review of the laws and policies of states and their impact on the rights of girls, being published and launched by Plan AULO and ACPF in November 2019.

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## LESSONS LEARNED

- The use of OH methodology was considered specifically helpful to the programme team in capturing L&A-related outcomes, allowing results to become more visible and as such informing and influencing further programming.
- The programme realised that achieving practice change at the AU or IGAD level is especially challenging, since practice change is only realised at country levels, and not at the level of regional bodies.

### 3.2.12 FINDINGS ASIA REGION

**Programme budget 2016-2020:** 2 million EUR

**GAA consortium partners:** Plan Int (lead), DCI-ECPAT, TdH

**Implementing partners:** Plan Int Asia Regional Office, ECPAT International, Global March Against Child Labour (GMACL), and TdH Asia

**Focus thematic areas:** EE and decent work, GBV, CSEC and child marriage

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## OVERALL PROGRESS:

The programme has been successful in achieving results, while moving from agenda setting to practice change in all three pathways, and achieving a good number of highly significant outcomes at all targeted levels of implementation. In the intergovernmental pathway, the programme achieved clear results from its work with the South Asia Initiative to End Violence Against Children (SAIEVAC), which led to both regional as well as national action plans. For ADB, it has proven more challenging to build relationships and find entry points, but the programme managed to achieve results on their strategy development. While progress has been made in all three pathways, especially the private sector pathway was strongly affected by the effects of the Covid-19 crisis.

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## CIVIL SOCIETY PATHWAY

In the civil society pathway, the programme's main L&A focus was on building the capacity of CSOs to influence regional and international bodies for advancing progress on GBV and EE topics. While the progress in this pathway was largely on track, it encountered challenges to progress in 2019 since additional effort was necessary in strengthening the GBV/EE policies of key target actors. The capacity strengthening of CSOs was mainly focused on gender, and it took the form of sharing gender resources and conducting workshops. The programme achieved outcomes at all levels evenly, from agenda setting to policy change and finally practice change. For 2020, it planned to incorporate the topic of inclusion in capacity building activities for CSOs to more meaningfully engage young people from marginalised and vulnerable groups in their advocacy efforts with regional platforms. The programme achieved capacity building of CSOs on GAA themes, working closely with parliament members, linking CSOs to the PWB platform, and through regional mechanisms like SAIEVAC, while also effectively influencing them. They also achieved engagement of youth activists in the programme, while also acknowledging that this requires changes and resources in the programme to enable them to participate and even lead in a meaningful way.

**Selected sign of change:** In Bangladesh between October and December 2019 after the awareness sessions on child marriage issues at the community level, initiative has been taken by the community people for preventing child marriage at Dhutabon Moholla of Damkuna Union under Paba Upazila of Rajshahi district. Three girls have been rescued from child marriage by the conscious community group and local administration.

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#### GOVERNMENT PATHWAY

In this pathway, the programme has seen achievements stemming from its L&A efforts on the main target actors of ADB, AIPA, ACWC, and SAIEVAC. Especially the latter – SAIEVAC – has been the focal institute for the GAA, facilitated by mutual trust and leverage from ECPAT and TdH-NL. The GAA supported them two years ago with a regional action plan on CSEC and based on these plans national action plans have now been elaborated. The implementation of these plans has now been stalled due to the Covid-19 crisis. Similarly, the Regional Action Plan on Child Marriage (2015 to 2018) was brought to the table for review, and the next Regional Plan of Action for the 2018-2023 period was successfully drafted with the support of the GAA, as well as being endorsed by member states for further implementation. The changes achieved at ADB remain at the regional levels instead, since they do not have the national mandates that SAIEVAC have. At ADB, the GAA contributed to align their operational areas with GAA themes. ADB incorporated a gender and inequality focus under the SDGs in their 2030 strategy, which in turn facilitated the GAA to play a role in further elaboration of GBV/EE issues in this ADB strategy. Engagement with ADB was more challenging and relationship driven. Without familiarity, engagement was more constrained to formal and limited processes, and the credibility of CSOs had to be firmly proven first based on technical expertise. While most efforts in recent years has focused on achieving practice-level change for these actors to sustainably adopt and advance the GAA agenda, the programme also continued to achieve progress on agenda setting and policy levels. It has been able to achieve results at all three levels equally. L&A strategies have worked particularly well in achieving these through the provision of technical inputs to regional and national strategic policy documents and implementation plans.

**Selected sign of change:** In 2019, the SAIEVAC 8th Governing Board endorsed the Regional Action Plan on Child Marriage in Male, Maldives, which is now adopted for implementation.

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#### PRIVATE SECTOR PATHWAY

Realising progress in the private sector pathway has been most difficult, although the programme has achieved significant progress here, especially concerning the engagement with garment sectors in Bangladesh. The programme was able to address all levels of change through the development of business cases mainly for the RMG industry in Bangladesh and to a lesser extent the hospitality and tourism sector in Nepal. The development process of business cases was considered useful in terms of assessing where these sectors stand regarding GBV and EE, identify entry points, as well as finding other stakeholders based on that case. The business cases provided evidence to secure buy-in from the private sector. There were challenges in building partnerships here, since the necessary in-country linkages were not very strong, which in turn influenced achievements at the regional level. Other challenges that hamper progress and relationship building in this pathway include mistrust of NGOs and fear of reputational risks in the private sector. The normal logic of achieving practice change through agenda setting and then policy change did not seem to apply to the private sector, which could start from a practice, formulated into a policy, after which agenda setting can take place. Both the RMG and hospitality and tourism sectors were heavily affected by Covid-19 this year, which halted some of the progress.

**Selected sign of change:** H&M identified potential areas for collaboration with Plan in the RMG sector, including a review of their gender strategy for the global supply chain in December 2019.

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## SELECTED LESSONS LEARNED

- The programme used the OH workshops as learning sessions, in which they learned about best practices of the alliance partners; for instance, strategies for youth engagement from Plan International, engaging with regional bodies from ECPAT.
- The programme had to learn how to anticipate changes in key personnel at target institutions, where staff turnover is high and it is necessary to restart relationship building, as well as starting from agenda setting each time.
- Achieving practice-level change with youth does not mean that CSOs step back, but rather that the nature of engagement changes. To achieve practice-level change, youth participation needs to evolve from participation to partnership. Engaging youth partners requires constant investment and attention to keeping them safe.
- Different regional bodies and platforms have multiple focus areas as well as changing priorities over time, and thus influencing them requires patience, tactfulness, perseverance as well as collaboration.

### 3.2.13 FINDINGS INTERNATIONAL (CASE STUDY)

**Programme budget 2016-2020:** 4.3 million EUR<sup>36</sup>

**GAA consortium partners:** Plan Int, TdH, DCI-ECPAT

**Implementing partners:** ECPAT International, DCI International Secretariat, Global March Against Child Labour (GMACL)

**Focus thematic areas:** EE, decent work, TVET, child labour, GBV, child trafficking, FGM, child marriage, CSEC and child sex tourism

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## OVERALL PROGRESS:

The international programme component aimed at connecting national government to intergovernmental changes, and using high-level platforms and forums to influence policies, which in turn reflect back on country-level (policy and practice) changes. It worked on the premise that in order to address GBV and the EE of GYW, it is necessary to influence international multilateral arenas, since norms around violence against women and children's rights can be changed through top-down actions and global-level advocacy, combined with pressure from below. As such, it aimed for national governments to adhere to international normative frameworks addressing GBV and the EE of GYW and effectively follow up policy recommendations by international monitoring and review bodies.<sup>37</sup>

The international programme component uses the existing human rights monitoring and accountability mechanisms to ensure that national governments adhere to international normative frameworks addressing GBV and the EE of GYW and effectively follow up policy recommendations. The most notable are CRC, HRC, UPR and the Committee on the Elimination of All Forms of Discrimination against Women (CEDAW).<sup>38</sup> Much of the work has taken place in Geneva and New York, where some of the involved team also reside. The programme achieved 147 signs of change up until 2020. Most changes were noted in the intergovernmental pathway (126 or 86%), and 21 signs of change (or 14%) occurred in the government pathway. However, since the interlinkages between governmental and intergovernmental pathways are much more fluid, the programme component is considered to have achieved good results on the various pathways, mostly related to policy-level changes.

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<sup>36</sup> Because of the close relationship between these programme components, the International and Netherlands programme component were initially managed as one programme component. The programmes have been administered under one budget line throughout the programme, with International taking up 65% of the budget, against 35% for the Netherlands.

<sup>37</sup> Global ToC GAA adjusted 2018.

<sup>38</sup> Girls Advocacy Alliance (2016) Inception Report, p. 25.



The FTE set out to substantiate fourteen outcomes, representing 10% of the total of 147 outcomes harvested by the programme. To ensure that the FTE investigated the most relevant changes, the outcomes selected for substantiation were those with high levels of significance, and representing the pathways of change. Of the fourteen outcomes that were selected for substantiation, thirteen were fully substantiated, and only one was partially substantiated.

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## CIVIL SOCIETY PATHWAY

The programme's planned outcomes for the CSO pathway were for GAA country CSOs to have improved capacity to influence their governments and engage strategically with human rights mechanisms and in the SDG VNR review processes, as well as greater participation with child labour and education-related platforms. Moreover, it aimed to build the capacity of young advocates to mobilise others behind priority SDGs, lead and participate in events, develop advocacy strategies and engage in direct advocacy. While no signs of change were collected or noted in this pathway, the programme has made clear achievements in organising, and building the capacity of youth advocates to lead and engage at high-level political forums, as well as training and supporting country teams and partner CSOs in preparing SDG review processes. Progress in this pathway is elaborated in both the government and especially the intergovernmental pathways below.

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## GOVERNMENT PATHWAY

In this pathway, intended final outcomes were for national governments to ratify, support and implement international treaties, guidelines and resolutions on GAA themes, as well as recognising CSOs as legitimate actors in the follow up of their SDG VNRs.<sup>39</sup> Overall, the programme achieved only few signs of changes, and only three practice changes in the government pathway. All of the changes noted in the government pathway were already achieved in 2017. However, the international programme component tends to leave the mapping of the achievements at governmental levels much more to the relevant country programme components. In the design of the ToC, there is a somewhat artificial division of governmental and intergovernmental pathways, since the international programme component leans on a continuous linkage and exchange between the two pathways. The achievement of the result on the ban on allowing pregnant girls to attend school in Sierra Leone provides a good example of the various levels that play a role in achieving change at the government level. The background to the L&A message by the GAA was that it was countering human rights by not letting pregnant girls into schools in Sierra Leone. The Sierra Leone APT had contributed to this change when on May 17, 2018 CSOs in Sierra Leone took their government to ECOWAS court to reverse the ban on pregnant girls from attending mainstream school. This represented the first time that CSOs have taken the government to court on girls' rights issues. While this achievement was the result of a wide array of L&A efforts – including beyond the GAA – it demonstrates how CSOs and country-level and international GAA components collaborated effectively. For the international component, one of the achievements or signs of change on this issue happened in 2019 when the UN Secretary-General's Envoy on Youth reaffirmed her stance on influencing the government of Sierra Leone in stopping the legislation banning teenage pregnant girls from school. This reaffirmation occurred during a conversation between the UN Secretary-General's Envoy on Youth with a GAA youth advocates from Sierra Leone, during a meeting in July in New York. With all of these pressures coming from various forums, and the GAA having entry points with ministers, the Sierra Leone government revoked the harmful policy in March 2020. Many strategies, pressures and levels contributed to that change. What matters for the international component is that the country signs that they choose for their L&A work are not general issues but rather have a firm connection to GYW rights and the work that the GAA does. This confirms how the international programme operated at these various levels but aimed to achieve results at the high-level forums in both Geneva and New York, while the linkages with the GAA country programmes were also actively sought to strengthen and provide concrete inputs to the L&A messages at these international forums.

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<sup>39</sup> Global ToC GAA adjusted 2018.

**Selected sign of change:** A toolkit and guide shared with all GAA offices and commitments made by Nepal, Uganda, India, Kenya and Liberia to start a project. 50 youth were trained on child labour and CSEC in the Philippines.

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#### INTERGOVERNMENTAL PATHWAY

The aim in this pathway was for human rights monitoring mechanisms and international human rights bodies to consistently monitor the performance of national governments on girls' rights and GAA themes, as well as for the GAA themes to be included in SDG VNR processes with input from CSOs and youth advocates.<sup>40</sup> The programme is aimed at connecting government to intergovernmental changes, and using high-level platforms and forums to influence policies, which in turn reflect back on country-level changes. Most of the results of this programme component have been noted at this level, and the programme achieved changes across all three levels equally in the intergovernmental pathway. The achieved outcomes often reflect important high-level meetings that have taken place, and the youth advocates playing very visible roles in them. For instance, in 2019 and 2022 the GAA had a delegation from Ghana, Sierra Leone and Philippines attend the High-Level Political Forum (HLPF). Three girl delegates from those countries presented at that forum, during secured high-level speaking slots for the youth. One youth advocate opened the speaking slot, right after the Secretary-General and before key stakeholders and decision-makers, addressing CSEC in her village and how she dealt with this issue with her girl-led group.

For one of their partners – UNGEI – the support by the GAA ensured that they developed a first policy brief series based on the GAA's recommendations. The GAA sent in their ideas for the policy briefs, which UNGEI compiled and drafted, and the GAA reviewed and helped to disseminate them. They are considered girl-led policy series. The policy briefs made a difference with one major UNGEI partner, GPE. One of their recommendations has now included allocating funding to youth. The GPE has changed their way of working since then. The programme also contributed to the review of SDG indicators through the Inter-Agency and Expert Group on SDG Indicators (IAEG-SDGs), a group of member states that meet bi-annually to discuss the SDG framework. In October 2019, in the lead up to the 2020 Comprehensive Review of the SDG Indicators, the GAA contributed to the revision of seven SDG indicators to include gender and young women to be counted in the SDGs target. If GYW are not mentioned in SDG indicators, then they are not counted.

Another example of how change was brought about is from GMACL of a child labour conference in Argentina in 2017, where they organised a high-level side event. GMACL provided a niche gender focus on child labour within the side event programme. Child labour issues were previously more conceived and discussed as gender-neutral, but through their engagement with the GAA GMACL became much more aware of the gender lens in child labour and its importance. This awareness contributed to their programming and work, and it resulted in the organisation of a side event to stress the need of the gender lens in child labour, which also received acknowledgement by the president of the ILO, Mr. Guy Ryder.

In terms of the sustainability of changes, girls' rights are now more strongly on the agenda, and the adapted formal language as well as adopted indicators at SDG comprehensive review will remain for the coming years. However, without continuous pressure on this front, it will likely not sustain. **As a selected sign of change**, by special invitation of the UN Secretary-General's Envoy on Youth GAA, youth advocate Mau was invited to give opening remarks on the occasion of World Youth Skills Day at an event entitled "Learning to Learn for Life and Work."

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<sup>40</sup> Global ToC GAA adjusted 2018.

## CONTRIBUTION CASE<sup>41</sup>

against women and girls that included language on girls' right to decide freely over their own bodies, as well as the first use ever in a HRC resolution of the phrase "girl human rights defenders"

● Moderate  
● Strong  
● Very Strong

### Contributing factors

- Withdrawal of conservative members and thus a more favourable composition of the council, one year before the change of the mandate, created a beneficial context for advancing this change

### Primary factors

- GAA proactively using 2017 publication including a critical analysis of WG mainstreaming age-dimension in its work as an entry point to start policy influencing through this existing mechanism
- GAA continuously providing inputs to the process, including language suggestion for resolution and

### Rival factors

- Contributing
  - Mexican government sponsored the resolutions, and strong support from EU

The GAA programme has invoked the discussion with the existing mechanism of UN WG on the Issue of Discrimination against Women in Law and Practice (2010) on mainstreaming the age component into their work. The GAA provided continuous support – together with other Geneva-based child rights NGOs – to co-sponsor the resolution, the Delegation of Mexico to lobby for passing the resolution with changed language and expanding WG's mandate. During lobbying, the GAA combined a strategic focus on mainstreaming age components into international human rights instruments with flexibility to pursue more realistic goals than the initially-formulated advocacy request of having a UN Special Rapporteur on girls. Based on this, we infer that the GAA programme has significantly contributed to the change of mandate of WGDWG and language of the A/HRC/41/6 resolution, as indicated in the outcome description.

## LESSONS LEARNED

- Despite receiving similar preparation for high-level events as YAs, the level of guidance for the GAA APT country delegations during the events and the identification of specific opportunities and spaces to engage differed. This led to less effective engagements at these events in comparison with those of YAs.
- Effectively exchanging and connecting the national, regional and international levels and issues requires in-person meetings rather than only virtual meetings, which had been necessary due to Covid19 restrictions.
- Instead of organising own events on GBV and EE topics, it appears better to align those efforts with other high-level events, through – for instance – asking youth advocates to present their ideas at those levels.
- Understanding that change at these levels will not be as quick and visible as at other levels in the programme, some strategies have worked well and contributed to changes. Personal stories by youth advocates are very important to help advocacy targets to understand the importance of the issues. Moreover, the research that has been produced is consistently referred to. The "Girls take the lead" report of 2019 might not immediately lead to changes, but it supports the understanding of the issues and is therefore considered as an important result.

<sup>41</sup> The contribution case contains the original outcome as formulated by the GAA at the time. Since then, the GAA has reformulated the outcome to reflect a changed assessment that this was the first use of the term 'girl human rights defender'. The updated outcome statement now reads as following: "In July 2019, the HRC adopted a resolution on Discrimination against women and girls that included language on girls as human rights defenders, as well as the expansion of the mandated of the UN Working Group on Discrimination against Women to cover girls."

### 3.2.14 FINDINGS THE NETHERLANDS

Programme budget 2016-2020: 4.3 million EUR<sup>42</sup>

GAA consortium partners: Plan Int (lead), DCI-ECPAT, TdH

Implementing partners: Global March Against Child Labour (GMACL)

Focus thematic areas: EE, decent work, child labour, GBV, FGM, and child Sex tourism

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#### OVERALL PROGRESS:

The Netherlands programme components aimed to achieve results through three main pathways (and actors) of change, namely the private sector, government and civil society pathways. The Netherlands programme component has been a slight outlier within the GAA programme in the sense that it mostly focused on achieving change on the EE of YWG through private sector engagement. In comparison with the other programme components, it did not achieve a significant number of signs of change. However, in line with its overall ambition and goals, it achieved results on agenda setting, policy and practice-level change, especially in the government and private sector pathways.

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#### CIVIL SOCIETY PATHWAY

The results in the CSO pathway are relatively minor in comparison with the other pathways, yet the efforts came together and resulted in a network that have jointly been able to strengthen their lobby efforts. In this pathway, the initial aim was for the Dutch government to adopt good practices and lessons learned on (young) women's economic empowerment and decent work in its policies and funding mechanisms related to the (Dutch) private sector, involving CSOs where possible. Looking at the signs of change achieved, the lobby was not very prominently targeted at economic empowerment and decent work, but rather highlighting human rights concerns for the position of GYW in particular. Different activities were initiated by the KDROS Coalition (Kinderrechten in Ontwikkelingssamenwerking; Children's Rights in Development Cooperation), in which all programme partners were members. Furthermore, the programme also initiated lobby activities through other CSO networks, such as Wo=Men, Girls Not Brides Netherlands, Platform 6/2 and BMO (Breed Mensenrechten Overleg). The programme achieved five signs of change in this pathway, of which one was a practice-level change, and these results were primarily achieved by lobbying through existing networks.

**Selected sign of change:** The KROS Coalition lobbied successfully for including the issue of insufficient protection of child rights human defenders abroad, as this issue was included by the "Kinderrechtencollectief" in the List of Issues Prior to Reporting (LOIPR) that is sent to the UNCRC. The question concerned is: "How does the Dutch state ensure that child human rights defenders who are implementing their activities thanks to development cooperation programmes are able to implement their work in a safe manner?"

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#### PRIVATE SECTOR PATHWAY

The programme's initial aim for the private sector pathway was to improve CSR policies and practices of Dutch private sector actors focused on increasing the economic empowerment of GYW in six GAA countries in which these Dutch businesses operate. This was not easily achieved since the economic empowerment component of the country programmes was often not prioritised. Following lessons in the programme that the effectiveness of L&A was more easily reached through smaller and attainable goals, it narrowed its focus to Dutch businesses, due diligence and policies in relation to gender issues. The initial business case for women's economic empowerment was not picked up by Dutch businesses, and instead the programme decided to shift towards CSR policies, and covenants or agreements in

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<sup>42</sup> Because of the close relationship between these programme components, the International and Netherlands programme component were initially managed as one programme component. The programmes have been administered under one budget line throughout the programme, with International taking up 65% of the budget, against 35% for the Netherlands.

particular. The following defined outcome was central to that choice: “GBV at the workplace and EE become inseparable with ICSR developments in the Netherlands and companies measure up to their supply chain responsibility by implementing policies on gender equality, decent work and inclusion.” The programme effectively lobbied for incorporating gender-related issues in the agreements for the Responsible Business Conduct (IRBC), applying research and training as strategies. This has resulted in the inclusion of gender and child rights in the Metallurgic Covenant, which now demands all signatories to take into account the needs of marginalised groups (such as women and children) as part of their due diligence. While the signs of change are quite equally distributed over agenda setting, policy and practice change, the programme staff itself consider that it has been able to achieve most changes at the agenda setting level.

**Selected sign of change:** Gender equality and the protection of children and their rights are issues that are well embodied in the Metallurgic Covenant (signed in May 2019).

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#### GOVERNMENT PATHWAY

During the course of the programme, this pathway became increasingly connected and aligned with the private sector pathway, through the emphasis on the CSR/IRBC covenants in which the Dutch government is a facilitator and signatory. Since 2019, the Social and Economic Council of the Netherlands (SER) – in its role as secretariat of the IRBC agreement – has been included more prominently as an L&A target. While the programme noticed the difficulty in obtaining access to that body, it has seen promising signs of movement within the SER on gender mainstreaming, as the result of several initiatives from the Netherlands programme coming together. For instance, in November 2019 the SER acknowledged the need to ensure the inclusion of a gender perspective in the IRBC covenants and invited Dutch CSO stakeholders to support this process. The results of the programme are therefore mostly linked to these covenants, while some signs of change also relate to specific MPs’ and political parties’ election programmes referring to (rights of) GYW. Although not demonstrating an overall significant number similar to the other pathways, the signs of change are achieved in all three intended levels of change.

**Selected sign of change:** In its role as secretariate of the IMVO agreements, the Social and Economic Council of the Netherlands (SER) has acknowledged the need to ensure the inclusion of a gender perspective in the IMVO covenants and invited Dutch CSO stakeholders to support this process (expressed in e-mail correspondence sent on November 15, 2019).

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#### LESSONS LEARNED

- Reaching the private sector and packaging the message has been challenging for the programme. The initial business case approach did not work out, and organising trainings on gender at companies did not attract a sufficient number of interested participants; rather, more results were found with the private sector through (influencing the adoption and enforcement of) regulations.
- Not all pathways worked well in all contexts, and for the Netherlands the focus could have been narrowed down quicker to those elements that were more successful, such as the IRBC agreements. Moreover, establishing the linkages with the other country programmes much earlier on specific sectoral Dutch businesses would have increased the effectiveness.
- For the programme component in the Netherlands – from which overall GAA coordination also takes place – it has been a particularly insightful experience in how L&A is shaped and leads to results, especially in the private sector pathway. This also enabled coordinators to adopt a perspective on how change takes place (or not) and how results are achieved in this pathway in the other country programmes under the GAA.

### 3.2.15 SUMMARISED FINDINGS ON L&A CAPACITY OF CSOs

CSOs and YAs connected to the GAA programme have changed their L&A capacity in several areas, among them most notably having a **larger network** and strengthened knowledge and skills for several effective approaches such as **community-centred mobilisation** and **incorporating gender issues in policies and guidelines**. Their knowledge on gender issues and L&A strategies in general has also improved.

The CSOs and YAs have also progressed in their technical capacities of programme management, including developing a ToC, an organisational communication policy, fundraising and resource mobilisation plans, and report writing. CAT data shows that CD on fundraising and resource mobilisation, financial training and coaching, and feedback received on reports were among the more effective GAA contributions to the strengthened project management processes of CSO partners.

It should be stressed that for both partner CSOs and alliance partner organisations of Plan and TdH, the transition from a service delivery approach to policy influencing has required a re-think at both strategic and operational levels, including on how to observe and capture results. In this respect, interview and survey responses reveal that the programme workshops applying OH methodology been valuable, specifically in understanding and making visible the results of policy-influencing work. Indeed, the bi-annual OH workshops have reportedly served as moments of joint reflection on the harvested signs of change and offered a space to recognise the ways in which the less tangible results stemming from L&A work have been achieved with the GAA programme's contribution.<sup>43</sup>

In addition to the OH methodology applied in bi-annual workshops, the participatory assessment of organisational capacity (the 5Cs) by the GAA programme also contributed to a better reflection on L&A competences. Among the capacities measured by the CAT assessments of CSO partners, the one that is most relevant for the L&A work is the capacity to attract and relate to external stakeholders. As seen in section 3.1.1, this capacity has overall improved. On this capacity, the starting point (2016) is higher than in the other four capacities, meaning the CSOs partners that joined the GAA have had strong capacities in terms of connecting to external stakeholders. An important reason mentioned for this increase was the training provided by the programme.<sup>44</sup>

Finally, the content-driven training that the GAA programme has provided on gender, L&A, and HR accountability mechanisms as well as preparations for interventions at the international level including the Youth Advocates Manual have supported CSOs in building their L&A messages. Many of the changes in the capacity that are noted here are in line with and work towards the intended goals of the D&D framework.

### 3.2.16 SUMMARISED FINDINGS ON THE COMMUNITY PATHWAY AND GAA CONTRIBUTION

As shown in the narratives of all programme components (see sections 3.2.1 – 3.2.15), the changes achieved along the community pathway have been rich and diverse. Many significant changes across the components point to the establishment of community-level child marriage prevention mechanisms such as peer education clubs and community child protection committees. Most importantly, in areas

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<sup>43</sup> GAA Annual Report 2019, p. 12.

<sup>44</sup> Core Capabilities of CSO Partner Organisations, Progress Report 2019.



of programme work, religious leaders have started verifying the age of girls and boys before marrying them, by-laws against child marriage have been written and whole villages have been declared child marriage-free. The latter shows major practice changes that transform prevailing social norms. Moreover, intensified media coverage of child trafficking and migration in East Africa and Bangladesh has been followed by increased reporting on child trafficking by community members.

These results are not static, but rather the changes constantly multiply as spreading the message against harmful practices is one of the areas of change itself. Indeed, due to their outreach work, the programme has seen religious and cultural leaders acting as champions of change, advocating against FGM/C and sensitising communities on the prevention of child marriage. Local leaders have also written down customary laws, reviewed by the government to align them with national laws. Moreover, religious and cultural leaders have given GYW platforms to discuss issues affecting them. These results have been strengthened by youth being empowered and self-organising in groups to work against GBV and for EE issues, as well as boys and men becoming more supportive of GYW (i.e. against GBV and EE).

The programme achieved these changes through facilitating girl-led community engagement and work in multi-stakeholder topical groups. The programme has targeted and trained specific groups, ensuring the inclusion of stakeholders from all community groups such as parents, religious and cultural leaders, teachers, the police, local government, school administration, transport operators as well as potential perpetrators of abuse and street youth. Working with allies like media and producing research – for instance, on the implications of child marriage for evidence-based advocacy – have also been instrumental in reaching progress along the community pathway.

### 3.2.17 SUMMARISED FINDINGS ON THE CSO PATHWAY AND GAA CONTRIBUTION

In the CSO pathway, across all components we see organised CSO networks supported by the GAA successfully advocating for policy change at the national and local levels. In all GAA programme components, CSOs have successfully lobbied and advocated with the government to formulate, implement, enforce, prosecute and report on laws, policies and mechanisms to reduce GBV and promote EE. At the African regional level, CSOs have held member states accountable for women's rights mechanisms and at the international level they have held them accountable for human rights mechanisms as well as SDG review processes. The GAA programme has achieved these results along the CSOs pathway by raising awareness and promoting use of an “insider approach.”<sup>45</sup> The programme has trained and supported organised CSO networks in crucial steps of the policy-influencing process, formulating advocacy asks and writing petitions. Moreover, the GAA support included sharing gender resources, workshops on scorecards, and providing an explanation of SDG VNR processes. Furthermore, CSOs have been linked with each other at the regional (both Asia and Africa) level.

It should be noted that more results are seen during times and in countries where civic space has enabled L&A to work more. One such example is Ethiopia, where partner CSOs have highlighted a general challenge of the restricted civic space. Ethiopian CSOs have been limited in undertaking any L&A work, especially on issues potentially leading to legal actions such as GBV. To address the argument of the government being solely responsible for addressing GVB and claim this mandate,

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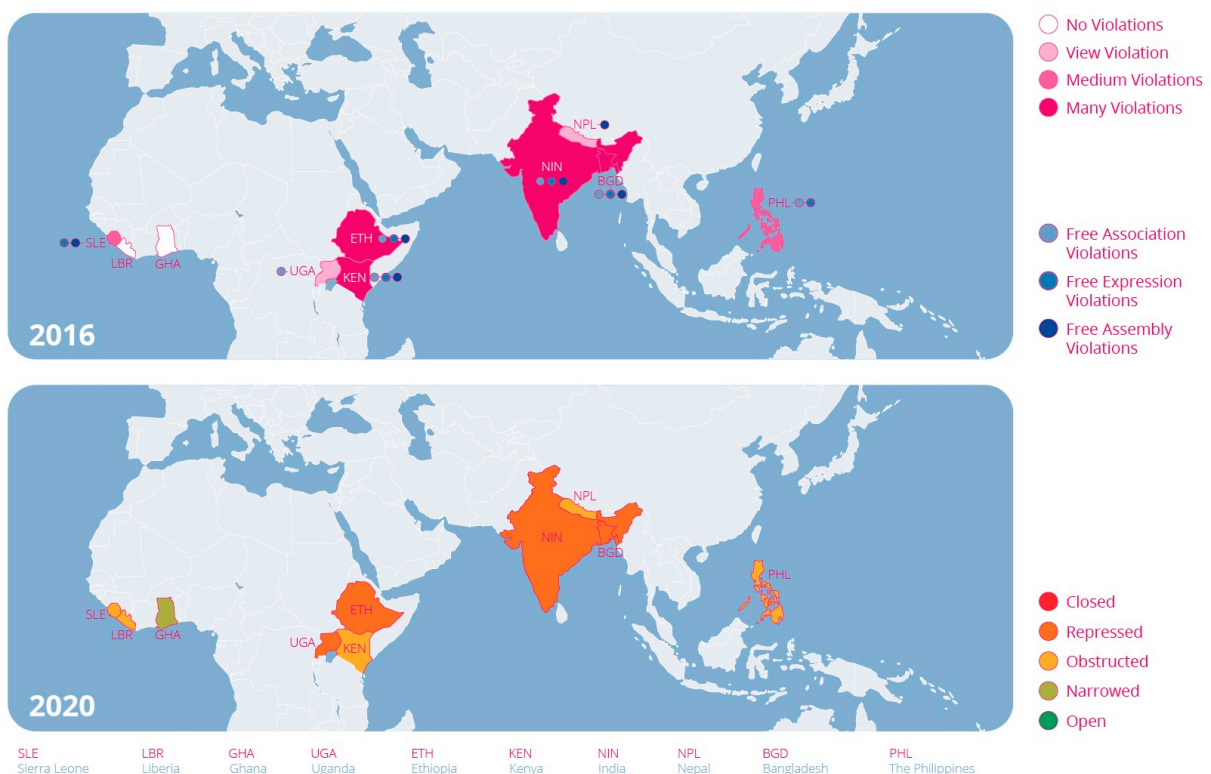
<sup>45</sup> An “insider approach” refers to advocacy strategies that focus on constructive arguments, joint learning, cooperation and persuasion as different from the “outsider approach” i.e. campaigning, confronting, demanding changes, etc.

many CSOs have renamed themselves. Indeed, it has become possible to influence processes in Ethiopia after the change of leadership in 2018, opening the civic space. Only in 2020 when political upheavals started again did the government revert to restrictive policies e.g. shutting down the internet for two weeks. Most CSO partners have been working in similar circumstances.

The CIVICUS ratings show (Figure 8) that in 2016, four out of ten countries – Bangladesh, Ethiopia, India, and Kenya – had spread violations of all three freedoms of association, expression, and assembly. Two countries – the Philippines and Sierra Leone – had violations of freedom in two areas and two others – Nepal and Uganda – in one, namely freedom of association. In 2020, three countries out of four with widespread violations of freedoms have remained repressed, joined by Uganda, where civic space has worsened in the last five years. Moreover, with no major violations of freedoms in 2016, Liberia has obstructed civic space. With this civic space rating, Liberia is joined by Kenya, Nepal, the Philippines and Sierra Leone. Only Ghana has remained with an enabling environment throughout.

On top of the primary change in capacities of L&A translated into successful influencing of targeted actors – government and the private sector – GAA partner CSOs have improved their own gender and child protection policies. The GAA programme has contributed to this by training and supporting CSOs as well as reviewing internal policies. Finally, due to GAA support – especially a “push” to work in larger networks – partner CSOs’ positions in the CSO movements have been enhanced. Examples of this include Rahab Uganda becoming the chair for the coalition against CTM and DCI Liberia the chair of the Liberia Child Rights NGO coalition.

Figure 8 State of civic space in 2016<sup>46</sup> and 2020<sup>47</sup>



<sup>46</sup> <https://www.civicus.org/index.php/socs2016>

<sup>47</sup> <https://monitor.civicus.org/>

Similar to partner CSOs, YAs have been lobbying and advocating through public and high-level international events, radio shows, and social media, as well as directly with target groups like community leaders, government, and private sector actors (e.g. informal transport drivers associations in Kenya). The contribution of YAs in the programme is most visible and referenced in the international programme component, where YAs' contributions at high-level events have become a prominent feature and strategy of engaging with advocacy targets. The GAA programme has contributed to this by training, connecting and continuously supporting regular meetings of YAs as well as facilitating them attending high-level forums.

### 3.2.18 CHANGES IN THE GOVERNMENT PATHWAY AND GAA CONTRIBUTION

There is also strong progress along the government pathway. At the **national level**, results in the government pathway have primarily centred on developing action plans, CoC, and guidelines. Some examples of such changes include the following: (i) in Sierra Leone, the Ministry of Education has co-developed a CoC for teachers and educational personnel to prevent GBV; (ii) in Bangladesh, the government has developed action plans following the Child Marriage Restraint Act 2017 and the National Plan of Action for Prevention and Suppression of Human Trafficking 2018-2022; and (iii) the Social and Economic Council of the Netherlands (SER) has acknowledged the need to ensure the inclusion of a gender perspective in the International Responsible Business Conduct (IRBC) covenants and invited Dutch CSO stakeholders to support this process.

Besides these, members states have been performing VNRs on SDG accountability and engaging in reinforcing the laws, e.g. in Nepal, the criminal code has been amended to include harmful traditional practices like menstruation huts, and in India the national government has enforced the Prohibition of Child Marriage Act (PCMA-2006). CD of the police (e.g. in Kenya, the Ministry of Interior and Planning has constructed and equipped Kikoneni police station and operational gender desk and Kisumu launched the county SGBV policy) and private companies (e.g. in Ethiopia, the LSA office has trained and supervised private firms on GBV status and taken legal actions on reports of GBV/sexual harassment at the workplace) have also been seen. Overall, the GAA issues that have seen the most changes at the national level have been on child marriage as well as GBV in general. The topic of EE is much less reflected in these changes, but prominently present at the sub-national level.

At the **sub-national level**, EE is reflected in examples like in India, where the Boards of Secondary Education of Andhra Pradesh and Telangan states have increased the budget allocation to secondary education by at least 10% and promoted educational schemes for girls to delay marriages.

At the **local level**, the programme has seen practice change in different thematic areas, including government agencies responsible for children's well-being implementing child protection policies/programmes and linking with community-level structures (Ghana), five out of ten municipalities endorsing a strategy to end GBV and an action plan to end child marriage (Nepal), and municipal and barangay administrations drafting ordinances against trafficking in person, (online) CSEC, and resourcing programmes to implement them (the Philippines).

Furthermore, the **regional programme in Africa** has supported the cooperation and action on cross-border child trafficking in both West and East Africa. A regional action plan on child marriage for Asia

has been developed and through several important and referenced research reports and girl-led policy briefs, human rights treaty bodies have taken girls' rights into account in their new general comments/recommendations. It should be noted that the relationship with the AU has been rather limited and has not improved over time. Moreover, one of their child rights platforms moved from Addis Ababa in Ethiopia to Khartoum in Sudan, which led to a shrinkage in civic space for this programme component due to the loss of connections.

The **intergovernmental pathway** connected to the government pathway shows additional results specific to this target group, most strongly related to the human rights accountability mechanisms used by CSOs through shadow reports on UPR, CRC, CEDAW as well as youth-led reports on CEDAW and youth-led responses to the VNR. The international component in particular enabled YAs to advocate directly in high-level international forums, where their contributions have been actively used at a high level (UN) to advocate for changes at the national level. Here, again the state of civic space has influenced the work, whereby the rising populist and conservative movements in multiple countries made it more difficult to prioritise policies and texts that highlight girls' rights. Despite the political shift "to the right", favourable changes in the HRC composition have enabled certain outcomes to be achieved, as illustrated in the contribution case of the international programme component.

The GAA has achieved changes in the government pathway through identifying, targeting and collaborating with specific "entry points" in government agencies and their CD, i.e. through using an "insider approach."<sup>48</sup> The GAA has also facilitated (direct) L&A by YAs and community leaders towards government actors, which has been a most effective strategy. Notably, the GAA programme has directly supported the government as well as groups advocating towards it. The forms of the direct support include assisting committees and forums through providing logistics, materials and finance, joint planning and monthly assessments.

The GAA has achieved the changes in the intergovernmental pathway using existing regional guidelines, reviews of existing laws in need of reforms and introducing frameworks to advocate for change. Technical inputs to international, regional, and national strategic policy documents and even concrete text amendments/proposals have facilitated changes in policies and high-level narratives. Direct engagement with RECs such as the EAC has also supported the establishment of child policies by member states or reaching agreements on cross-border trafficking. Finally, the results for YAs have been achieved through preparation and facilitation of their advocacy at high-level forums, while also training, connecting, and continuously supporting them.

### 3.2.19 CHANGES IN THE PRIVATE SECTOR PATHWAY AND GAA CONTRIBUTION

The results that the GAA achieved in the private sector pathway were mostly found in multiple sectors, including transportation, hospitality, RMG, education, metallurgic, ICT, and agriculture. There have been achievements within these different sectors on combatting GBV, (online) CSEC and promoting EE through reviews of gender strategies, the inclusion of child rights or endorsements of new policies on child protection, and CoCs. Examples from different countries indicate the increased incorporation of women in the workforce and TVET, improving safe working conditions, and raising awareness in the ICT sector on online child abuse. However, overall the results of the changes in the private sector are

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<sup>48</sup> By this insider approach, we mean advocating from 'within': advising, supporting policy-makers to change policy and practice, as opposed to an "outsider approach" where one tries to mobilise the public or wider society to place pressure on policy-makers.

fewer compared with the other pathways and assessed against the intended outcomes in the ToCs. The MTR highlighted that in 2018 the private sector pathway was least successful, with only a limited number of examples of cooperation with APTs and companies or branch associations.<sup>49</sup> Similarly, the FTE also found fewer examples of cooperation and concrete changes in agenda setting, policies and practices. Regarding the scale of the results achieved versus those envisaged in the ToC, many point at individual businesses in certain localities adopting a new policy or CoC rather than sectoral change at the multinational or even national level. Having said that, there are examples of results being achieved at a broader – sectoral – level, such as in Bangladesh in the RMG and ICT sectors, in Nepal with the trekking association, and in the Netherlands with the Metallurgic Covenant.

Where the programme has been successful, it has achieved the results along the private sector pathway by working through associations and apex organisations rather than individual and small-scale enterprises, and entering the sector with a research or business case. In some instances, training, direct lobby and advice with private companies have also been helpful in reaching the achievements. Finally, as with other pathways, collaboration with media/media campaigns has helped in spreading the message.

### 3.2.20 COMPARING PLANNED VERSUS ACHIEVED OUTCOMES: DID CHANGES OCCUR IN AN EXPECTED WAY?

All programme components have been adjusting their ToCs since their initial formulation at the start of the programme. The adjustment of ToCs has happened until recently, illustrating that ToCs have been actively used to guide implementation.<sup>50</sup> Evidently, APTs have reflected on progress and adapted their work based on lessons learned and in areas as deemed necessary.

To start with, it should be mentioned that the fifth and final year of the programme could not see implementation of all of its plans due to Covid-19. Instead of building on achievements and augmenting the progress, the pandemic has significantly slowed down or halted it, especially on the implementation of policy changes by the government and receiving support from private sector actors. APTs were unable to implement the last months of activities at community levels due to the Covid-19 pandemic.

All components have largely achieved the highest level of outcome (practice change) in the community, CSO, and government pathways (Figure 9). However, we observe that originally-defined outcomes were (too) ambitious to be accomplished, especially achieving the development of new policies and related practice changes at government levels within a five-year programme.

In terms of the private sector pathway, some programme components have achieved practice level changes at final outcome levels, and most have seen signs of progress towards it. Adjusting laws and regulations at an international level with large industries has proven too ambitious, while at the country level the GAA could successfully approach a range of sectors at a smaller scale. Many programme components have adjusted their strategies to accomplish their ambitions along this pathway, acknowledging the limited outcomes or reaching what they could. The main inhibiting reasons for progressing further along the private sector pathway are the lack of technical capacity on

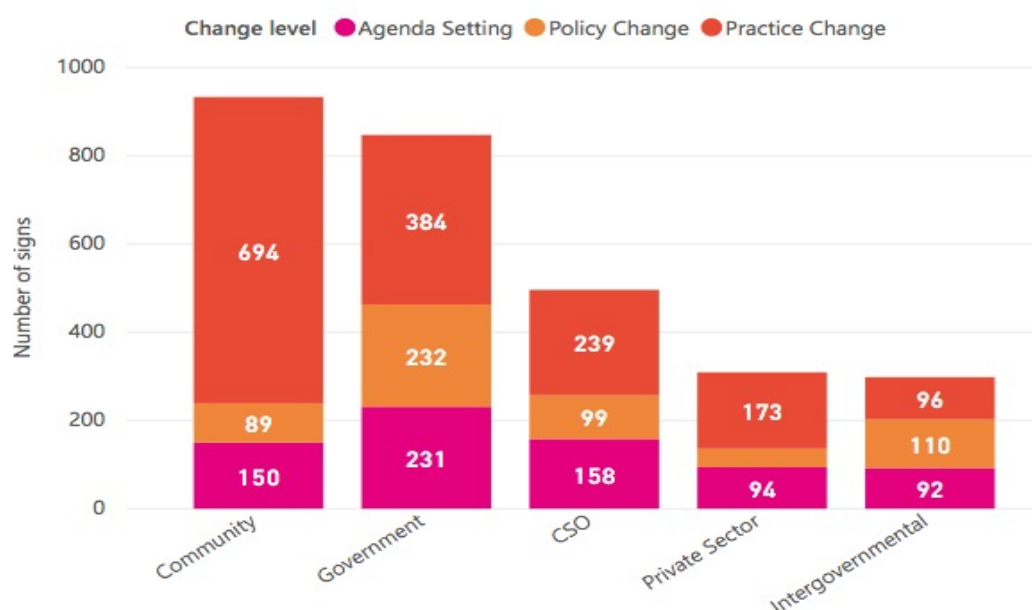
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<sup>49</sup> GAA Mid-Term Review Report 2018, p. 60.

<sup>50</sup> All recent country programme component ToCs can be found in Annex 4

engagement with sector representatives and – related to this – the absence of pre-existing relationships to build on.

Figure 9 Distribution of harvested outcomes per pathway, from PowerBI database of the GAA programme



It is also of note that efforts with the private sector have been geared – instead of addressing EE – towards reducing GBV through the development of CoCs, etc. Analysis of the PowerBI database shows that of 2,883 signs of change overall, 1,807 are linked to GBV and sub-themes, against 426 related to EE and sub-themes. 573 were designated as being both GBV and EE related, while 77 were left blank. This was in the line of expectations by the programme, as they state that the overall focus of the programme as well as the experience and expertise of GAA organisations is on GBV rather than EE.<sup>51</sup>

Furthermore, the changes pursued by the GAA programme have not occurred in a linear way from agenda setting to policy change and practice change. It has rather moved more unpredictably, especially along the private sector and intergovernmental pathways. In these two, the changes have happened starting from a practice change, after which a new policy would be drafted and sometimes a higher-level agenda would be set. The GAA's own reflections on this non-linear processes explain that in countries with more authoritarian governments and weak democracy, politicians and policy-makers respond less to public claims and pressure from CSOs, but rather from informal spaces where the local leaders, political party representatives, key policy-makers, traditional and religious leaders and CSO coalitions manage to forge a consensus around a specific issue.<sup>52</sup> Furthermore, the MTR noted that the linearity was also not apparent at the time in – for instance – the community pathway, given that formal policy change is less likely to be an interim step.<sup>53</sup> The FTE adds to the MTR argument, based on the findings and own analysis that the policy changes at those levels can also occur by means of by-laws being drafted and implemented, reflecting an often-mentioned intermediate step towards the practice change.

<sup>51</sup> GAA Annual Report 2019, p. 12.

<sup>52</sup> GAA ToC reflections Nov 2019.

<sup>53</sup> GAA Mid-Term Review Report 2018, p. 42.



## 3.3 Efficiency

### 3.3.1 WHAT CAN BE CONCLUDED ABOUT THE EFFICIENCY IN THE PROVISION OF THE GAA'S CD SUPPORT?

Collaboration and coordination among the GAA alliance have been assessed<sup>54</sup> as favourable, among others in achieving efficiency and quality. These gains have been achieved through collective wisdom, i.e. exchange of information, knowledge and experiences, especially during joint planning and OH



sessions. Indeed, these concerted efforts have provided more insight in a short time into both the policy-influencing process and its results than if the analysis had been undertaken individually. It has been also recognised that these efficiency gains from cooperation only work under the condition that members of an APT have a common priority and target the same actors. When

this condition is removed, sharing is still beneficial but less efficient and it has a weaker contribution to the quality of work. Since this condition did not always hold (i.e. CSO partners have differing priorities and actors to target), the degree to which the alliance partners helped each other to improve quality and efficiency has been rated as 7, three points shy of the highest score (10).

Another efficiency gain related to collaboration/working in an alliance has been mutual CD. The CSO partners have assessed the degree to which they have benefitted from the expertise/capacity of the others as 7.3 out of 10 points. The reasons behind appreciating these benefits lie in valuable exchange between more and less experienced partners.



Regarding the content of the expertise and the capacity of other alliance members that CSO partners have most strongly benefitted from:

- The majority (40%) have pointed at L&A with governments and international/regional intergovernmental bodies. An example here is in Sierra Leone, with the exchange between DCI Sierra Leone and other CSO partners on CSO participation in the VNR process and developing alternative reports on the status on human rights and the UPR.
- 17% of partners have benefitted from sharing their approaches and methods. As examples here, in the Philippines, ECPAT sharing on a technical working group mobilising the Philippine Network of Churches on Child Protection, and in Uganda Plan benefitting from youth-led research brought in by CSO *Restless Development* can be mentioned.

<sup>54</sup> The assessments have been made by 93 respondents of the Alliance partners, on average seven respondents per organisation.

- (c) 12% and 9% of partners have valued exchange in working with community (i.e. L&A traditional, religious, and community leaders) and private sector actors, respectively.
- (d) 14% of partners have gained from the exchange on the GVB thematic area, compared with only 8% on EE.

Cost-consciousness has been a consideration in the decision-making about CD support activities to a certain extent. The argument here is that the GAA programme prioritised CD support of groups rather than individuals. The programme has been offering collective training courses (to individuals, CSOs or even APTs in the case of OH training), and some alliance partners pooled budgets to offer collective trainings, but this did not occur as a standard practice.

### 3.3.2 TO WHAT EXTENT HAS THE ALLIANCE USED THE ADDED VALUE OF THE CONSORTIUM TO ENHANCE THE EFFECTIVENESS AND EFFICIENCY OF ITS L&A ACTIONS?

Consortium cooperation has occurred in different ways across all APTs. For countries with many CSO partners where each had been brought in to address a “piece” of programme agenda – as was the case in Nepal – little cooperation was possible. The CSO partners that the APT in Nepal has chosen to work with were well-positioned and influential. At the same time, none had aligned completely to the advocacy agenda of the GAA, but rather they had their own (larger) agendas and often prioritised them. This has been perceived as diluting GAA Nepal’s advocacy agenda.

In other cases such as the international programme component, the alliance has operated as a consortium on many different platforms, from adopting joint meetings as a standard practice to presenting themselves as a consortium to their high-level audiences. The latter is especially noteworthy since CSOs’ competition over resources often pushes them to seek visibility and branding at the UN and other high-level forums. Realising that this trend could create fatigue and result in less attention to the message from the targeted audiences, the consortium has worked with a united front. This has not only been efficient but also assessed by the advocacy targets as effective and leading to stronger engagements.

Other examples of the effective and efficient partnership setup are Ghana and the Philippines programme components. Here, CSO partners have been selected due to their coinciding missions with a focus on child protection. As the partners “spoke the same language” throughout collaboration, professionalism, effective monitoring and quality of compliance have been observed. In the Philippines, the consortium has also been built on the established strengths and accomplishments of partners. The programme has brought additional resources and technical approach to advance partners in advocating ATIP, and (online) CSEC. Moreover, while there has been no deliberate strategy or coordination for cooperation, CSO partners have found ways to collaborate on specific advocacy approaches, e.g. a solid collaboration has been seen between the national and regional partners during the advocacy on increasing the legal age of sexual consent from 12 to 18 years. Nevertheless, in both Ghana and the Philippines, consortium partners felt that more regular sharing of best practices could have increased their effectiveness.

Notably, the inadequate sharing of knowledge and practices has also been noted across programme components and raised by the MTR. The MTR report highlighted a need for more collaboration and

coordination of knowledge sharing as a necessary mechanism to enhance programme learning.<sup>55</sup> By the end of the programme, the FTE still observes parts of the GAA programme where these gaps in sharing of knowledge and practices have not been filled. This pertains to knowledge sharing among alliance partners within countries, regionally as well as globally.

In terms of the GAA's strategic partnership with the MFA and EKNs, their strengths also vary per location. The main determinant in this difference seems to have been whether the EKN has been staffed with expertise on GVB and EE, as well as the EKN staff availability to add value to the GAA programme. This is unsurprising as some EKNs had 20 alliances with which to maintain partnerships. The FTE case studies note no major results from GAA programme strategic partnership with EKNs.

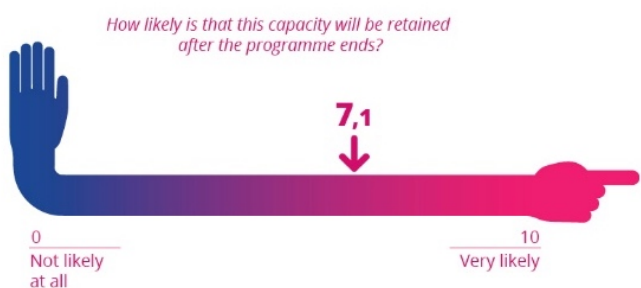


The FTE also looked specifically at the main factor enhancing the effectiveness, namely communication. The partners score the degree to which communication in the alliance programme component teams has been effective on average at 7.2 out of 10. This shows that while communication is sometimes said to be negatively affected by time pressure or staff turnover, overall

the respondents are content with the effectiveness of programme communication through periodic meetings and frequent e-mail exchange.

## 3.4 Sustainability

### 3.4.1 TO WHAT EXTENT DO THE CHANGES IN THE CAPACITY OF PARTNER CSOs SIGNIFY SUSTAINABLE CHANGES AT THE ORGANISATIONAL LEVEL?



The CSO partners have assessed the likelihood that their capacity will be retained after the programme ends on average as 7.1 out of 10.<sup>56</sup>

There are several illustrations of sustainable changes in partner CSOs, among which the institutionalisation of the girls' movement in regional CSO spaces stands out. This institutionalisation is evidenced – among others – by youth networks developed initiating programmes on their own and YAs having gained stronger networks that reach across country or even regional borders. CSOs from the Africa regional programme have indicated their intent to continue working with YAs, especially by encountering through the programme how empowering that can be.

Furthermore, other sustainability-conducive changes in CSOs include having the right tools (such as the Maputo Protocol scorecard) and evidence (African Report on Girls and the Law) as well as

<sup>55</sup> GAA Mid-Term Review Report 2018, p. 52.

<sup>56</sup> Only twelve respondents of CSO partner organisations.

strengthened networks in place for continued lobbying and established networks that have integrated GBV and EE issues into their action plans. Furthermore, CSO partners have gained an increased reputation and established functional relationships with community leaders and district and regional agencies. Some of them have become accredited members of mandated child protection councils.

On the other hand, it has been highlighted that the engagement of YAs – especially at high-level spaces at the international and regional levels – still require resources that enables them to participate and even lead in a meaningful way. Engaging youth partners requires constant investment and attention to keep them safe from harm when they advocate on potentially sensitive issues. The GAA programme has been able to provide them with both the resources and attention to their safety; for instance, by institutionalising safeguarding, and physical safety protocols.<sup>57</sup> With the programme ending, resources and safeguarding considerations might affect YAs' ability to continue engaging on all of the platforms as they did during the programme.

Finally, while the financial capacity has been targeted, the FTE could not find clear evidence that this has resulted in “sustainable revenue streams” as envisaged under the D&D framework.<sup>58</sup>

### 3.4.2 WHAT EVIDENCE EXISTS TO SUGGEST THAT THE CHANGES ESTABLISHED WILL SUSTAIN AFTER THE CLOSURE OF THE PROGRAMME?

The behavioural changes described in the country component narratives (see sections 3.2.1 - 3.2.14) are the cornerstone of the sustainability, in line with the argument promoting behavioural changes for sustainable development. In the **community** pathway, established changes that will likely sustain include:

- i. the attitude of parents, religious and informal leaders, male champions;
- ii. most importantly, youth themselves, including boy champions;
- iii. youth advocacy groups established and equipped with knowledge and skills to continue the cause of anti-GBV, trafficking in persons, and (online) CSEC.

In the **government** pathway, the following signs signify potential sustainability:

- iv. changed laws at national, sub-national (states, counties) and local levels;
- v. established units (e.g. AHTUs, anti-harmful traditional practice committee) and desks (e.g. gender desk) by government;
- vi. government having assessment tools to monitor child marriage at community levels, and GYW indicators in their SDG VNR.

In the **intergovernmental** pathway, the following signs signify potential sustainability:

- vii. changes to UN mandates and policy texts that now include specific references to the rights of GYW. These signify changes that will at least sustain in the coming years, as well as trickling down to changes at member state levels.

In the **private sector** pathway, the following signs signify sustainable changes:

- viii. updated by-laws of transportation associations and regulations of colleges;
- ix. CoC for decent work and safe working places;

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<sup>57</sup> GAA Asia Mid-Term Review Report, 2018, p. 20-21.

<sup>58</sup> MoFA Results Framework Dialogue and Dissent, p.4.

- x. sectoral agreements/covenants that include gender in due diligence;
- xi. attitudes of riders/drivers in the informal transport sector.

## **RISK TO SUSTAINABILITY WITHOUT FOLLOW UP**

### **Covid-19**

The Covid-19 pandemic has had an obvious effect on the programme as a whole. Not only was the implementation of activities severely hampered in the final year of the programme, but the pandemic has also had profound negative societal effects. Progress on GBV and the EE of GYW in general has come under severe pressure due to Covid-19.<sup>59</sup> In the GAA programme country contexts, this meant the closing of schools, which led to an increase in GBV, child marriage, CL and other harmful practices. Moreover, the voting processes on bills and laws and the implementation of action plans have been (further) postponed. Furthermore a global decline in production assignments, travel bookings and job insecurity have triggered companies to de-prioritise GBV policies and their commitment to invest in secondary education.

### **Funding**

Without GAA funding, certain changes are unlikely to sustain, such as the continuation of campaigns and awareness-raising events (in Ethiopia and Ghana) and the continuation and expansion of L&A engagements of the Africa regional programme partners with the AU. As noted earlier, the engagement of YAs also requires resources to enable them to continue their advocacy, especially in international and regional spaces. Moreover, the lack of a programmatic safety net might have consequences for the YAs' ability to speak up freely on sensitive subjects.

### **Changing social and cultural norms**

At the local level, changing as well as sustaining the changes to social and cultural norms continued to be challenging. In many places, child marriage remains a culturally-rooted practice, which is difficult to overcome. Therefore, this area still requires continuous and longer engagement to challenge norms and behaviours at the local levels until the most deeply-rooted harmful practices are no longer socially acceptable.

### **Necessary linkages**

The FTE finds that scaling up the results from local to the national level needs leveraging international processes such as UPR and CEDAW or work through regional parliaments. Furthermore, in some countries and areas (e.g. in Ethiopia), L&A for child protection from (online) CSEC are not sufficiently linked to services such as rescue, litigation, and rehabilitation. According to respondents, the benefits of raised awareness and even reporting of child sexual abuses are unlikely to be translated into a sustainable decrease in (online) CSEC if these services are not in place or insufficiently developed. Without concerted efforts from a programme such as the GAA ensuring that those linkages are and continue to be made, it is less likely that those results will sustain.

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<sup>59</sup> [https://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(20\)31679-2/fulltext](https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(20)31679-2/fulltext)

## 4 Conclusions and recommendations

### 4.1 CONCLUSIONS

#### 4.1.1 RELEVANCE

The programme has been relevant to the needs of GYW by addressing context-specific issues that increase their vulnerability to GBV and EE. The exception is some contexts where combatting EE through tangible service delivery (e.g. job creation or micro-finance project elements) would have been more in line with the basic needs of GYW. However, these were deliberately not part of the programme's approach, also conditioned by the D&D policy framework.

The relevance of the programme has been in line with the capacity needs of CSOs and YAs. The GAA programme strategies to mobilise, prepare and facilitate YAs attending and using (high-level) spaces have been most relevant for the effective advocacy by YAs at the regional and international levels. The GAA programme support in developing the capacities of CSOs has been successful in the five capacity areas measured by the CAT, and the support has been assessed as relevant.

#### 4.1.2 EFFECTIVENESS

The programme has allowed those GAA partner organisations, CSO partners and associated CSOs that previously applied a service delivery approach to adopt a new, policy-influencing one. For many partners, it has meant a change in their mindsets, especially in understanding how L&A works and how to measure its results. Although (direct) service delivery has more tangible and quicker results (missing in the aforementioned support aiding economic inclusion), by the end of the GAA programme all partners believe in the new approach. The main reason for this is seeing the larger and potentially longer-term scale of change that can be achieved through L&A than with services to a smaller group of GYW. This conviction translated into GAA partners' intent to keep applying L&A strategy, irrespective of further funding under the D&D policy framework. Moreover, with the OH methodology, they have developed ways to understand how L&A results come about and become visible. Having CSO partners keen on continuing their L&A work strengthens the contribution of the GAA to effective long-term changes now and in the future.

Results from the L&A efforts of the programme are reflected at all levels, from communities to high-level international forum. All programme components have largely achieved the highest level of outcome (practice change) in the community, CSO, and government pathways. Changes in the private sector pathway have seen the least progress. The initial outcomes were formulated ambitiously around multinational and national businesses implementing GBV and EE policies. After the MTR also highlighted a lack of progress compared with the other pathways, ToCs and ambitions were reformulated and adapted somewhat to reflect the lack of progress with the private sector.

Very important and potentially far-reaching results have been achieved in addressing attitudinal and behavioural changes of key stakeholders in various countries, as well as key themes and issues that GYW are faced with. Concretely, examples of results that have been achieved here include traditional leaders checking ages before allowing marriage, taxi drivers stopping harassing girls, or lifting the ban on pregnant girls at schools. The involvement of a broad representation of stakeholders (customary



and religious leaders, boys, girls, police, teachers, etc.) has allowed for broad support for changes in the community. These results have been both achieved and strengthened by youth groups that have become self-organised to work against GBV and EE.

YAs have been instrumental in girl-led advocacy, most prominently at the international level. GAA YAs supporting key advocacy messages with their real-life stories have been perceived as less scripted by international audiences than YAs from other programmes. High-level decision-makers have shown an openness to engage directly with them and pursue concrete follow-up.

The results across all programme components have shown overall fewer achievements in addressing EE, while the overwhelming majority of changes have been noted on GBV. This is said to be in line with the overall focus of the programme, as well as the expertise and experience within the GAA. Moreover, the poorer progress in addressing EE coincides with the observation of least progress along the private sector pathway, which is also explained by a lack of relevant technical capacity and (pre-existing) relationships with companies. Finally, these two observations also relate to one of the main assumptions of the programme that GBV is addressed as both a cause and a consequence of economic marginalisation and exploitation. Despite the assumption on the interconnectedness of EE and GBV, in certain contexts the programme has approached the two core problems in isolation from each other. More time is required if the wins in addressing GBV are to affect EE, and vice versa.

The GAA has successfully applied a multi-pronged approach of different yet complementary strategies to put and keep advocacy asks relating to ending GBV on the agenda, despite changes in the government cadre or a lack of (initial) interest from the private sector. The GAA programme's complementary strategies have included (i) media messages for raising and keeping public attention, (ii) YAs to inform and enthuse targeted government, community, and private sector representatives, and (iii) research findings to simulate and support political will to change the status quo.

#### 4.1.3 EFFICIENCY

Working as the alliance rather than as single organisations overall has added value to increase the efficiency and effectiveness of the programme. Collaboration and exchange took place and resulted in joint meetings, planning, and exchanging expertise. For successful L&A at high levels like the UN, there have been clear advantages in engaging as a consortium rather than multiple NGOs working in parallel. In some countries, the same benefits have not been seen as either dispersed advocacy agendas or the irregular sharing of knowledge, and best practices stood in the way of seeking and finding common ground/agendas and translating them into joint action.

In terms of enhancing effectiveness and efficiency in partnerships with CSOs, it has proven essential to have a similar mission, advocacy agenda and complementary expertise. It has been demonstrated that when CSOs tackle different themes and each has its own strategic programming, there is a tendency for partnerships and collaboration to be difficult to initiate, let alone sustain.

#### 4.1.4 SUSTAINABILITY

In all four programme pathways, changes of key actors have been achieved that are likely to sustain beyond the programme's lifetime. Examples include public laws, by-laws/policies, guidelines, mandates and indicators that have been adjusted and implemented to incorporate GAA advocacy

issues. Attitudinal and behavioural changes in communities, the private sector, and CSOs are also likely to be maintained and lead to more lasting changes.

Some clear risks to sustainability include the current Covid-19 pandemic, which has had a very negative effect on the programme, its results, and progress made against GBV and EE globally. A lack of funding and support reduces the likelihood of continued L&A; for instance, by CSOs and YAs. Finally, and importantly, fundamentally addressing those deeply-entrenched social and cultural norms that support the acceptance of certain harmful practices requires longer engagement at the local level.

## 4.2 RECOMMENDATIONS

In response to our findings and conclusions, and taking into account the results of the learning event, we present the following recommendations for future and similar programmes:

### Recommendations related to relevance

**On programme approaches:** The policy-influencing approach should be adopted like the GAA programme to observe the larger-scale effects on GYW's lives. Work towards overcoming a focus on only the provision of services to either gradually transform or replace this with L&A towards key actors in the GYW's environment, including communities, governments, the private sector, and civil society. When working on interconnected root causes such as GBV and EE, reflect further on how these can reinforce each other and design interventions that address both thematic areas rather than working on them in isolation from each other. One constellation combining these suggestions could be complementing L&A approaches on GBV through economic empowerment services to strengthen advocacy work and ensure the commitment of GYW.

**On programme tools:** Design the pathways in country Theories of Change – as the GAA did – with categories of change in agenda setting, policy change and practice change, and relax the linearity of these changes taking place in a pre-determined order. Retain OH practices to monitor, make sense and adjust Theories of Change while keeping a general logic such as three levels of change and actor-based pathways to link these Theories of Change to each other and the global programmatic level.

**On capacity development for CSOs:** Anticipate changes in relationships with CSO partners as well as staff turnover within these CSOs, as well as the way in which they affect the already-built-up capacity and the capacity needs of your partners CSOs. Ensure that capacity building support responds to these changes, and design and use the CAT assessment in a less rigid form, enabling more space for the qualitative assessment of capacities.

### Recommendations related to effectiveness

**On work with the community:** Learning from the GAA programme, target groups of leaders in each pathway to stimulate champions of change coming forward. At the same time, strengthen the changes by working with a broad representation of an actors' group, working in parallel on rules/regulations and individual attitudes. When faced with deeply-rooted harmful practices, find and strengthen groups with intrinsic motivation to work against them, e.g. (organised and) empowered mothers/grandmothers/ families could be influential in changing gender norms.

**On working with CSOs:** Instead of working with only the larger and more powerful CSOs, the programme should prioritise working with CSOs that share a similar thematic focus to increase

ownership of GBV issues in the networks and CSOs. Moreover, allow for time to iron out differences and plan for explicit relationship-building exercises, rather than simply assuming that CSOs will collaborate. Capitalising on and building stronger coalitions of dedicated organisations, including young women in CSO movements and investing in CSO collaboration can build a foundation for the impact at scale.

**On work with the government at the national and sub-national levels:** Five years is a relatively short time to change policies, build capacity, and see practice changes in government institutions and agencies. Learning from the GAA, focus on reviewing existing policies and strengthening their implementation, proposing adaptations where possible. Furthermore, similar to work with communities, find agencies or even people within agencies who are open for change and apply an “insider approach” in your programmatic work.

Be mindful that staff and priorities change in government institutions and agencies at the national, sub-national and local levels, especially around and after elections. This will – to varying degrees – disrupt the effective implementation of L&A strategies and be detrimental to ongoing policy formulation processes. It is recommended to anticipate changes in key personnel at target institutions where possible, to restart relationship building efficiently and effectively and build these activities into the programme. Dealing with these changes in staff and priorities requires patience, tactfulness, perseverance as well as collaboration.

**On work at the intergovernmental level:** Learning from the best practices of some GAA APT country delegations to have effective advocacy engagements at high-level (regional and international) events, engage in intense preparation, facilitation and accompanying YAs to high-level events. In parallel, work closely with the selected spaces in high-level forums, employing an “insider approach” and a unified front of a group of like-minded CSOs.

**On work with the private sector:** When targeting and engaging the private sector, adopt a stronger focus on EE through entrepreneurship. Include the development of skills and competencies to increase the chances of GYW becoming employment, i.e. reduce their EE. Create linkages between the economic empowerment of GYW and L&A work with the private sector. Keep in mind that this necessitates attracting more specific expertise on both EE and private sector engagement.

Advocacy with the private sector is more effective when there are concrete solutions to work together. For instance, conducting a return of investment (RoI) analysis when developing a business case for promoting women's economic empowerment in a specific industry could provide a clear financial incentive for private sector actors to take actions in this direction. Access to private sector spaces and networks are important, and require knowledgeable people and time to understand where the entry points are and invest in relations with companies.

**On youth-led advocacy as a strategy:** Learning from the GAA programme instead of advocating on behalf of GYW empowers them to lead the change that they want. Strengthen their self-esteem, train them on how to package their advocacy messages, and enable their access to power players in different sectors and at different levels, including the international level.

After achieving change in practices of GYW, do not step back but rather change the nature of engagement into a partnership. Engaging youth partners will require constant investment and attention to keeping them safe.

#### **Recommendation related to efficiency**

Learning from the GAA programme, seek efficiency in the joint planning, monitoring and adjustment of each programme component through OH workshops (or a similar methodology allowing to discern and learn about outcome-level changes). In addition, seek efficiency in the mutual CD of partners. This requires careful attention at the design stage regarding the constellation of each component by partners that have similar mission and advocacy agendas.

#### **Recommendation related to sustainability**

Learning from the GAA programme, aim at and support behavioural changes of key actor groups, with broad stakeholder engagement. In addition, invest more in developing alternative funding mechanisms early onwards. This is especially relevant for sustaining youth-led advocacy. At later stages of a new programme, when relationships and networks have been properly established, exit strategies need to be developed that can ensure that these networks, youth-led advocacy, new funding and linkages can be sustained beyond the programme's lifetime.

