

CHILDREN BELIEVE GLOBAL PROGRAM AND POLICY END-OF-TERM REVIEW

APRIL 2019 TO MARCH 2023



FOREWORD

This end-of-strategic period review covers Children Believe's program and policy work from April 2019 to March 2023, focusing on implementing the global strategy across six country programs: **Burkina Faso, Ethiopia, Ghana, India, Paraguay, and Nicaragua**. The strategy focuses on four pathways of change within five program priorities: **dismantling the barriers to girls' education, improving child and maternal health in thriving communities, advancing child rights and protection, enhancing gender equality, and bolstering partnerships with children and youth**. The review engaged 27 local implementing partners and uniquely involved over 1500 children through qualitative and quantitative surveys.

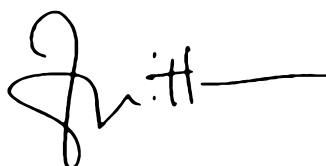
The review was conducted by Ottawa-based consulting firm Xefina Consulting (XC), whose consultants led the evaluation process and prepared this report. Children Believe's global program effectiveness and resources mobilization and country senior leadership teams provided technical coordination, methodological assistance and logistic support.

The review provides a neutral, evidence-based assessment of Children Believe's program effectiveness, relevance, and sustainability across the focus areas. It also outlines the impactful outcomes achieved across the five program priority areas in our country offices.

The review identifies Children Believe's transformative programs as a model for influencing stakeholders in creating a more conducive society for children. It also, emphasizes initiatives like the Centre of Excellence, promoting innovative practices tailored to respective country contexts and focusing on early childhood education, child protection in emergencies, gender, intersectionality and social inclusions, child participation and youth and women's economic empowerment

Furthermore, **the review offers insights to strengthen our program impact, increase influence, and enhance thought leadership in the future**. It recommends incorporating more humanitarian work into our Theory of Change and modelling the triple nexus approach. It also underscored the importance of enhancing our localization efforts and strengthening our partnership with more diversified local implementing partners who work in fragile contexts. The review further recommended diversified resource mobilization efforts, strengthening in-country capacities to explore new business development opportunities, and nurturing monitoring, evaluation, learning and knowledge-sharing systems and communication mechanisms.

Children Believe appreciates the valuable insights provided by XC and all stakeholders involved in the review process. We intend to leverage the lessons learned from this review to inform our next global strategy development, addressing emerging issues and potential program priorities. Lastly, we thank Xefina Consulting and all our internal and external stakeholders for their participation, insights, and contributions to the success of this report.



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ACRONYMS

CBOs	Community-Based Organizations
CEDAW	Convention on the Elimination all forms of Discrimination Against Women
CIEPWG	Canadian International Education Policy Working Group
CoEs	Centers of Excellence
CSOs	Civil Society Organizations
DAC	Development Assistance Committee
EoTR	End of Term Review
ET	Evaluation Team
FIAP	Feminist International Assistance Policy
FY	Financial Year
GAC	Global Affairs Canada
GBV	Gender-Based Violence
LTP	Learning through Play
MEAL	Monitoring, Evaluation, Accountability and Learning
MELKS	Monitoring, Evaluation, Learning, Knowledge, and Sharing
OECD	Organization for Economic Cooperation and Development
SDG	Sustainable Development Goal
SOPs	Standard Operating Procedures
TORs	Terms of Reference
UNCRC	United Nations Child Rights Convention
UNICEF	United Nations Children's Fund
XC	Xefina Consulting

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1. EXECUTIVE SUMMARY

The End of Term Review (EoTR) conducted by Xefina Consulting (XC) on behalf of Children Believe comprehensively assessed the Global Program and Policy spanning from April 2019 to March 2023 across six countries: India, Ethiopia, Ghana, Burkina Faso, Paraguay, and Nicaragua. This review aimed to evaluate the relevance, effectiveness, efficiency, impact, sustainability, influence, and innovation of Children Believe programs, aligning with its mission and program priorities in these regions.

The EoTR focused on multiple key objectives, including assessing program outcomes in advancing child rights, analyzing the adaptability of local partners and communities to sustain growth, examining influential and limiting factors, evaluating commitments to the Centre of Excellence (CoEs), extracting and applying lessons learned from program implementation for future strategy, identifying emerging issues and growth opportunities, and recommending strategic development priorities and practices.

The review yielded positive results, affirming that Children Believe and its partners are effectively addressing the critical needs of vulnerable children, youth, and women across the six countries. Consultants lauded the outcomes of the program, emphasizing its empowering and participatory nature, along with its adaptive capacity in addressing real-time challenges to ensure continuous progress and goal attainment.

In summary, the review outlines both the achievements and areas for enhancement, positioning Children Believe's program as a transformative force in addressing the needs of vulnerable communities. The report underscores the need for continuous adaptation, innovation, and strategic alignment to further advance the well-being of children, youth, and women globally.

Results

This report outlines the impactful outcomes achieved by the program aimed at dismantling barriers to education, improving maternal and child health, protecting children and women from violence, promoting gender equality, and fostering partnerships with children and youth for positive change.

Education Access: The program facilitated a significant increase in inclusive education access for children, with the number rising from 465,948 to 503,555 in operational areas. Early childhood care and development saw a remarkable 2.6-fold increase, with child development scores between 88% to 89%. Furthermore, there was substantial growth in vocational training for young women and men, leading to enhanced employment opportunities.

Maternal and Child Health: The program contributed to improved maternal and child health and nutrition. Notable increases were seen in access to reproductive health and postpartum care for women, showcasing a 20% rise in India compared to national averages. Similar substantial improvements were observed in Ethiopia, where 74% of women accessed these services compared to the national average of 34%.

Protection from Violence: Significant strides were made in protecting children and women from violence, with the number of beneficiaries more than doubling between 2019 and 2023. Various strategies, including training Civil Society Organizations, promoting birth registration, and advocating for digital safety, were employed. Effective actions against child marriage were taken in India following children's advocacy efforts.

Gender Equality: The program notably empowered women and girls, witnessing a fourfold increase in training for gender equality. It actively supported marginalized communities, enabling girls from the Dalit community in India to engage in sports activities. Moreover, there was a commendable increase in the inclusion of women in decision-making processes, surpassing national averages in all target countries.

Youth Empowerment and Participation: The engagement and involvement of children and youth in community decision-making processes witnessed a significant rise, totaling 106,114 in 2023, showcasing a collective effort to foster positive change. Notably, children actively participated in various initiatives, contributing to policy reforms and societal change.

In summary, the program has successfully achieved substantial progress across various domains, positively impacting education, health, nutrition, protection from violence, gender equality, and youth empowerment. These efforts have not only increased access and opportunities but have also empowered marginalized communities and strengthened the role of women, children and youth in shaping their futures.

[This comprehensive review reveals a series of significant achievements and recommendations across multiple critical criteria.](#)

Relevance: The review emphasizes the effectiveness of Children Believe's participatory approach, supported by local partnerships and country office coordination, in developing a well-informed and contextually relevant program for children and youth. To adapt to evolving challenges, the strategy post-2023 might need adjustments, suggesting a wider focus on poverty alleviation, humanitarian response, conflict mitigation, migration, and climate change, with an enhanced emphasis on children with disabilities.

Effectiveness: Documented good practices and outcomes showcase the program's effectiveness, notably in education access, improved medical services, increased awareness of child rights, and strengthened measures against violence. Recommendations include digitizing operations, further institutionalizing child participation, strengthening child protection, and intensifying global exchanges with partners.

Efficiency: Children Believe's adaptive and participatory approach, along with strategic investments, has facilitated efficient program management, albeit with suggestions for improvement in sustainable economic development and online child safety. Initiatives like developing an IT roadmap and boosting digitization reflect a vision for enhanced efficiency.

Sustainability: The interventions are deemed sustainable on technical, social, institutional, and political fronts, despite challenges in financial sustainability and resource mobilization. Steps are being taken to address these challenges through plans for communication, institutional funding, IT, knowledge management, and sponsorship mapping. Recommendations highlight the need for improved cross-regional consultation, synchronized communication, and technical expertise in proposal drafting for institutional donors.

Impact: By mid-2023, the program reached 1,255,000 beneficiaries, significantly impacting their lives through improved education access, better healthcare, and strengthened child protection. Partner feedback suggests a contribution to inclusive youth leadership and child participation at various levels, illustrating positive transformative processes resulting from informed and efficient actions.

Influence: Children Believe's transformative program stands as a model for influencing stakeholders in creating a more conducive society for children. However, attention to risks, local specifics, and visibility constraints is necessary for effective influence, focusing on adaptability, teamwork, and evidence-based actions.

Innovation: Continuing efforts in innovation and knowledge management are recommended to feed future programming and organizational growth. Highlighting the program's alignment with the "build back better" agenda, it successfully navigated challenges such as the COVID-19 pandemic, conflicts, economic shocks, and climate crises. Recommendations emphasize the importance of measuring the value of Centers of Excellence (CoEs) and widening the dissemination of good practices among stakeholders.

[During the EoTR, the XC team identified several exemplary practices:](#)

- **Climate-friendly Healthcare Solutions:** Innovations such as locally crafted stretchers and rainwater harvesting systems significantly improved access to medical care. These solutions facilitated quicker transport to hospitals, reducing mother and infant mortality. The use of eco-friendly materials not only addressed water scarcity but also improved medical facility hygiene, contributing to better healthcare quality.
- **Child Participation:** The program emphasized empowering children by involving them in decision-making processes. Surveys capturing children's perspectives and their participation in discussions with state actors influenced policy reforms. For instance, children's inputs were considered for the government's National Policy and Strategy for Child Participation in Paraguay. Their involvement in local initiatives, like countering child marriage and improving community lighting, reinforced the program's potential to address environmental issues through empowered young citizens.
- **Gender Equality and Economic Empowerment:** Noteworthy practices included a women's safety audit in Nicaragua, conducted by empowered young women. This audit identified risks, fostering gender-sensitive policy reform and governance. These practices have the potential for sharing with UN agencies and other partners to promote similar initiatives.
- **Centers of Excellence (CoEs):** These innovative knowledge management centers directly contributed to program efficiency and technical sustainability. Distributed across different countries and themes, CoEs recognized contextualized expertise and facilitated high-level knowledge sharing, providing informed leadership. Each CoE specialized in specific areas such as child rights, gender equality, early child care, and education, tailoring expertise to each region's needs.

The lessons identified during the EoTR are as follows:

- ☞ **Program Design and Management:** The triple nexus approach proved effective, yet new nexuses may emerge based on regional and contextual variations, such as Poverty Alleviation-Migration-Justice for Children or Climate Change-Child Protection-Conflict. Areas of intervention need consolidation and interlinking, like enhancing alternative care within child protection initiatives.
- ☞ **Budget Concerns and Staff Welfare:** Country teams and partners found their salary budget lines inadequate due to global economic challenges and stiff competition. Respondents highlighted the need for better staff welfare and psycho-social support to manage vicarious trauma experienced in their roles.
- ☞ **Resource Mobilization:** Calls for proposals at national and regional levels by various entities necessitate extensive drafting expertise and tailor-made proposals. Door-to-door fundraising is expensive, prompting the exploration of alternative methods for children sponsorship.
- ☞ **Monitoring, Evaluation, Learning, and Knowledge Sharing (MELKS):** Donors increasingly demand a Value for Money Framework to showcase program effectiveness and efficiency alongside inclusive Key Performance Indicators.
- ☞ **Communication Challenges:** The Children Believe website lacks comprehensive coverage of the program's impact, including limited visibility of the Centers of Excellence (CoEs). Country teams lack awareness of communication strategies, necessitating a more detailed and context-specific global communication strategy to address these gaps.

The EoTR findings led to a series of comprehensive recommendations by XC's team detailed in the report's Section 6:

- ★ **Program Design and Management:** Children Believe is advised to incorporate more humanitarian work into its Theory of Change and identify new triple nexuses relevant to the diverse operational contexts. There is also a need to conduct surveys on salaries and contracts in target countries and assess training needs of staff and partners to update and inform budget and HR policies. Strengthening knowledge exchange between Children Believe and its partners, as well as institutionalizing child participation processes, is also recommended.
- ★ **Resource Mobilization:** To improve funding, it is suggested that Children Believe hire technical experts to craft proposals for various entities such as the EU, embassies, DRL, or FCDO. Exploring local corporate funding opportunities is also encouraged.

- ✦ **MELKS:** Children Believe is recommended to incorporate a Value for Money Framework to its MELKS structure. This framework would better evaluate effectiveness and efficiency, guiding the organization's operational decisions
- ✦ **Communication:** Enhancements in the organization's communication strategy are advised. This includes making the Children Believe website more comprehensive in showcasing the program's impact, particularly highlighting the Centers of Excellence (CoEs). Further tools like translations and documentaries could be utilized. It is crucial to better address concerns around decolonization and safeguarding standards, emphasizing the need to consider contextual sensitivities within the global communication strategy.

The End of Term Review (EoTR) recognizes Children Believe's potential to emerge as a global leader in championing child rights and youth empowerment. The organization has built a robust foundation with partners, characterized by shared values, commitment, adaptability, and mutual respect.

While lauding their accomplishments, the review also highlights areas for enhancement. Partners would benefit from support in institutionalizing child participation, operating more autonomously, and securing funds. Leveraging partners' wealth of knowledge and experience is crucial for the overall advancement of Children Believe's work.

Furthermore, promoting Centers of Excellence (CoEs) and ensuring partners have a significant role in strategic planning and decision-making are emphasized. Children Believe's intensified consultative approach signals a step in the right direction. The EoTR aims to contribute to shaping a more strategic path forward for Children Believe and its transformative endeavors.

2. BACKGROUND

Children Believe is an international development organization working for the rights of Children around the world. Their vision is to create a world of hope for children, their families, and communities by helping them develop their skills and resources to overcome poverty and injustice. Giving voice to children is a cornerstone of the work of Children Believe.

For over 60 years, Children Believe has worked globally to support children, youth and mothers who dream of a better world. Toward this end, Children Believe has focused on dismantling institutional barriers that prevented access to inclusive and quality education for girls and boys. It has brought together diverse people and partnerships, driven by a common belief of valuing education as the most powerful resource for children to exercise agency and change their world.

Children Believe remains convinced that its strategic direction and program priorities remain relevant to the future success of children and young people in their countries of operation. Their programs have continued to support targeted communities, families, children, and women enabling them to adapt to the new normal and build back better. They have developed additional guidelines for our work in fragile contexts affected by war and extreme weather or climatic events, terrorism, and shrinking civic space. Children Believe country staff and local partners have adopted conflict-sensitive approaches, emergency and security preparedness plans, and flexible work modalities to operate under difficult circumstances, sometimes through a triple nexus model. Moreover, Children Believe has been playing significant contributions to the Canadian International Education Policy Working Group (CIEPWG) and country-specific policy interventions. Children Believe has also hosted virtual panels annually on International Development Week in order to demonstrate how it has been able to promote its best practices across a range of numerous countries and share its evidence on contemporary development issues such as; safer migration and youth employability

Children Believe has implemented its global strategic plan (Financial Year¹ 2020-22) and Global Refresher Strategy (FY2022-24) focusing on five pathways:

- (i) Children are educated
- (ii) Children are healthy in empowered communities
- (iii) Advancing child rights and protection
- (iv) Promoting equality for girls
- (v) Partnering with Children for Change)

Those pathways are aligned within five program priorities:

- a) dismantling the barriers to girls' education;
- b) improving child and maternal health in thriving communities;
- c) advancing child rights & protection;
- d) enhancing gender equality;
- e) bolstering partnerships with children and youth;

The COVID-19 global pandemic imposed extraordinary strains on the scope of Children Believes' programming and policy work. Some critical measures resulted in repurposing its programs around four COVID-19 program priorities in alignment with Child Fund Alliance's joint agreement including: (i) lowering infection rates; (ii) ensuring children are adequately nourished; (iii) keeping children safe from physical and emotional violence; and (iv) supporting teaching and learning. After 5 years of intense intervention, Children Believe felt that there was a need to:

¹ FY

- (i) engage key stakeholders in discussions over achievements, lessons learned, and adjustments required in response to an evolving development landscape and changing national policy environment for NGOs;
- (ii) systematically examine the relevance, effectiveness, impact, and sustainability of CB programs in advancing its mission and meeting its program priority targets across each of the six country offices;
- (iii) inform strategic priority-setting, and the development of instruments such as a refreshed organizational theory of change;

To this end, Children Believe commissioned an End of Term Review (EoTR) to Xefina Consulting (XC). XC is a global development and humanitarian consulting firm with a wide range of expertise to deliver results that generate lasting organizational, social, humanitarian, economic and environmental impacts. Our international team has more than 20 years of individual and rich experience in conducting baseline studies, assessments, evaluations and improving monitoring, evaluation and learning frameworks for varied range of partners including national and international NGOs, international donor agencies, private sector companies and government departments in more than 40 countries covering the Asia-Pacific region, Africa, South America, Europe, and the Middle East. We have extensive experience and knowledge in analyzing Gender Justice, protection and gender programming and are very familiar with Canada's Feminist International Assistance Policy (FIAP). We have implemented and evaluated programs funded by Global Affairs Canada (GAC) such as a two multi-year project in Pakistan for 'Women's Voice and Leadership'.

3. METHODOLOGY

3.1 Objectives, scope of the EoTR and methodology.

The overall objective of the End of Term Review (EoTR) is to provide an independent and evidence-based assessment of Children Believe's programming across its six country offices. This was undertaken by analyzing the program's **relevance, effectiveness, efficiency, sustainability, impact²**, as well as **innovation, and influence**. Specifically, the review investigated:

- How the outcomes of the global program and policy influenced the work in advancing child rights and reducing child poverty, inequality and injustice as articulated in the Children Believe global strategy document, and aligned with the five program priorities;
- Analyzed the capacities of local partners and target communities on how to sustain and grow the program as well as adapt the approaches or strategies that have proven to be more effective;
- Helped to identify both enabling and constraining factors that affect the achievement of intended outcomes during the stipulated reporting period;
- Examine Children Believe commitments to facilitate the Centre of Excellence³ initiatives and assess their contributions to thought leadership on key issue areas that affect the rights and wellbeing of children;
- Synthesize and leverage the lessons learned and good practices from the program implementation for future strategy development;
- Identify emerging issues and potential program priorities and innovative approaches for further consideration;
- Recommend future Children Believe strategic development priorities and practices;

The timeframe for the end of term review covers both program and policy influence activities which have been implemented under the four pathways of changes aligned within the five program priorities from April 2019 through March 2023. The geographic coverage includes six countries of operation namely: Burkina Faso, Ethiopia, Ghana, India, Nicaragua, and Paraguay. A total of 1722 respondents were consulted for this EoTR. In fact, the data collection process included a survey with **1527** direct beneficiaries – including children-, Focus Group Discussions (FGDs) with **128** participants ranging from country offices to implementing partners and community members, and 67 Key Informant Interviews (KIIs) with donors, government representatives and global team members.

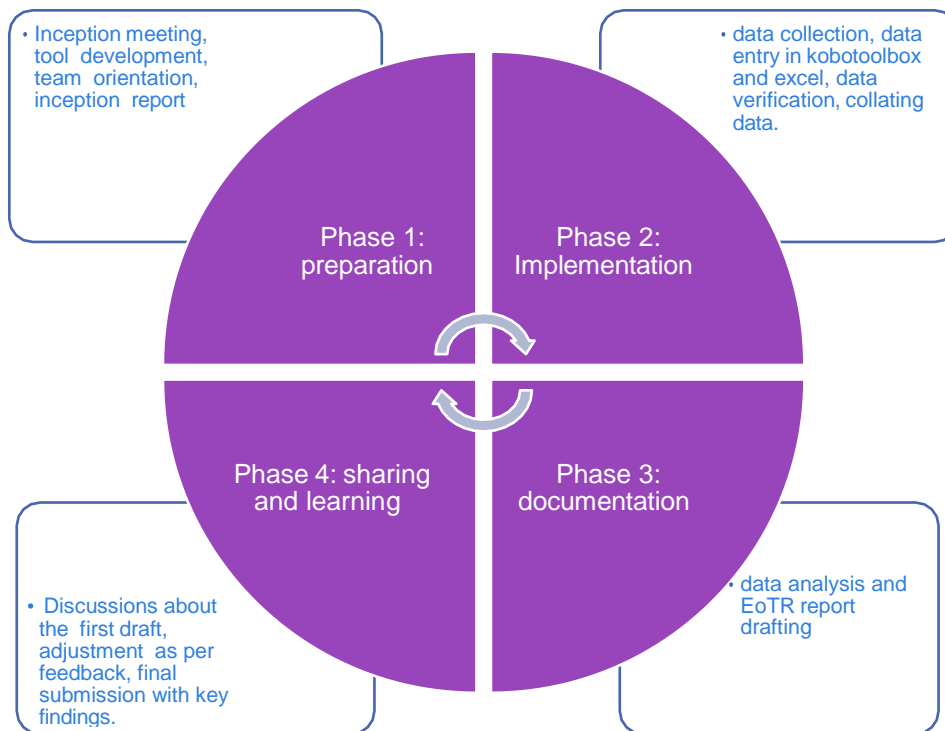
It must be noted that XC and Children Believe made specific efforts to ensure gender balance within the survey sampling, as depicted in Annexure X "Final Analysis".

Additionally, the EoTR was structured around four main phases detailed in the diagram underneath:

² Those are OECD DAC criteria

³ Those are knowledge hubs established by Children Believe to describe transformative and impactful process, with each country office leading a specific theme of expertise.

Diagram 1: EoTR Structure



Overall, the EoTR toolbox comprises:

- Approved workplan
- Sampling frame⁴
- Evaluation matrix⁵
- Stakeholder analysis
- Desk review template
- Approved questionnaires for the surveys, the FGDs, and the KIIs⁶

3.1 **Special Considerations and Ethical Standards**

As mentioned earlier, the EoTR targeted six countries on three different continents and four regions (Central America, East and West Africa, South Asia), hence XC included a senior technical expert who spoke French and Spanish as well as English. This allowed tools to be translated from English to Spanish and French. KIIs as well as FGDs were conducted in the language that participants preferred (English, Spanish or French) to ensure effective and informative communication. The XC data team also included French, English and Spanish speakers. Furthermore, the EoTR was conducted with a strong focus on the following aspects:

- **Safeguarding standards:** during the orientation session, the XC team reminded all Monitoring, Evaluation, Learning, Knowledge and Sharing (MELKS) managers from Children Believe that gender balance and sensitivity were essential, but also that there would be zero tolerance for sexual harassment as well as sexual abuse and exploitation. Children Believe shared its child safeguarding policy with all consultants and a focal safeguarding and ethical focal point was appointed so that reporting of any concern could take place by respondents. This information was shared before starting any interaction with any respondent. All team members had been trained on child protection as well. Additionally, the purpose of the EoTR was shared with all respondents and their informed consent was required before proceeding with the interview or

⁴ See Annexure 1

⁵ See annexure 2

⁶ See annexure 3

the FGDs. This was also the case when children were interviewed: children above five years of age were asked to give oral assent, and parents/guardians were asked informed consent. Under five years of age, it was the children's guardians or custodians who were interviewed. All interviewers also applied the “do no harm” policy and ensured that no secondary trauma would occur. For example, all children had to be interviewed in the presence of guardians/custodians in an “open” space. Lastly, data was anonymized, and participants were informed that they could stop at any time, should they feel uncomfortable; the complaint mechanism was also shared with respondents prior to any interview or FGD.

- **Child-sensitivity:** all the language used in the surveys with children were age-appropriate and culture-sensitive; the local consultants also tried to interview children in their environment to make the child feel at ease. The interviews were conducted in the language that the child was most familiar with.
- **Gender-equality:** the XC team along with Children Believe focused on ensuring gender balance for the samplings and focused as best as possible to attain gender disaggregate data as much as possible⁷. Moreover, gender equality was also a thematic priority of the program currently evaluated.
- **Data reliability:** XC relies on key ethical values while collecting and managing data a) honesty: do not fabricate, falsify, or misrepresent data; b) honor patents, copyrights, and other forms of intellectual property. Do not use unpublished data, methods, or results without informed permission. Give credit where credit is due.

3.2 Constraints and Challenges

During this EoTR, the XC team faced several challenges which were addressed thanks to the real time support of the team in Children Believe Canada office, as well as Children Believe country teams. They were not only efficient in responding but presented a high level of adaptability to the challenges with a can-do attitude and a problem-solving approach.

The challenges were the following:

- Human errors (country names not correctly entered, duplications, etc) that demanded time to be corrected;
- Difficulty of access to Kobo Toolbox that was an updated version;
- Weak network/internet connections in countries in Africa.

To mitigate those issues, the XC team established a WhatsApp group in each country and organized two online trouble-shooting meetings to a) facilitate timely communication around the clock and address identified entry errors, b) provide direct access to the MELKS officers to co-administer the Kobo Toolbox, c) fill/extract and triangulate excel data sheets with information entered in kobo toolbox whenever possible. Those mitigation strategies allowed real time intervention despite tremendous geographical distance and technical challenges. Moreover, whenever the data could not be adequately entered in the Kobo Toolbox, data was entered into an Excel format and shared with the XC data team. Consequently, the data entry, triangulation and analysis took more time than initially envisaged.

Overall, positive reinforcement, solutions-oriented mindset and professionalism allowed barriers to be overcome, but it seems that the duration of the EOTR was underestimated.

⁷ See Final Analysis, figures 1, 2, 3.

4. FINDINGS

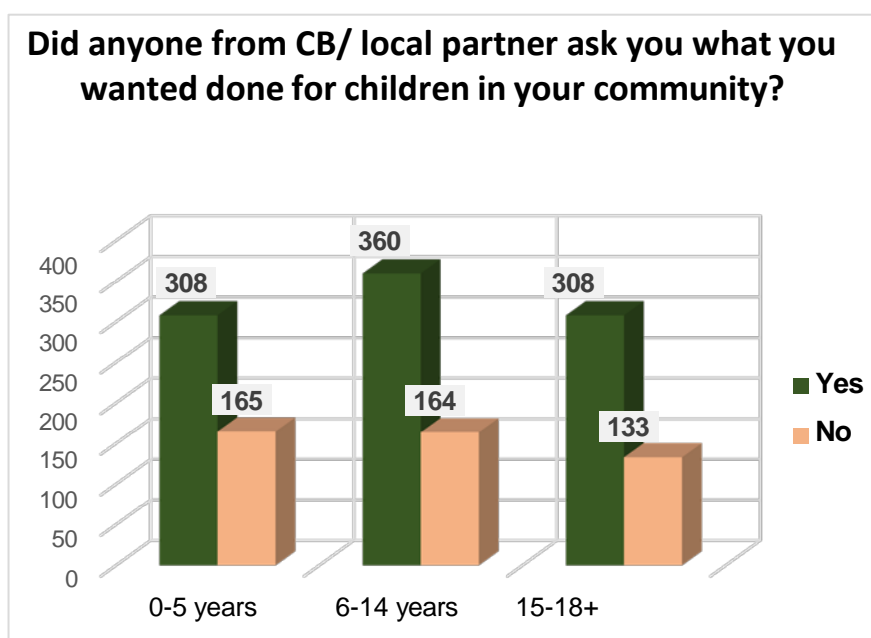
4.1 Relevance

To assess the **relevance** of the program, XC team explored what types of children’s rights and needs had been addressed by the program, and if any group had been left behind. The team also assessed how COVID-19 had impacted the program and what mitigation measures had been taken. Moreover, the EoTR studied whether any major political, security, economic, or climate-related event had affected the program and how. XC eventually looked at the extent to which women, children and concerned communities had been involved in the program design and through which process.

Overall, most respondents who took part in the FGDs and the KIIs conducted by the XC team found that the Children Believe program was **relevant**. This is probably because **all Children Believe strategies and programs are developed based on need assessments and informed by regular coordination meetings between Children Believe headquarters and the other country offices, as well as feedback from communities.** Additionally, all the implementing partners who were interviewed have been collaborating for quite a long time with Children Believe - some of them for more than eighteen years -. Such old partnerships ensure a deep knowledge of the target countries' history, political economy, and overall context to eventually come up with relevant interventions and timely updates. Hence, implementing partners and country teams underlined that the process to develop programs was *participatory* and therefore enabled adequate programming.

The relevance linked to a strong participatory process was reaffirmed by survey respondents’ feedback described in table 1 underneath: most children in each age category stated that they were consulted about what action they wanted Children Believe and its partners to implement in their community. The highest level of child consultation took place with the 6-14 years group (360).

Table 1: survey respondents



All respondents interviewed by XC team found that a) dismantling the barriers to girls’ education; b) improving child and maternal health in thriving communities; c) advancing child rights and protection; d) enhancing gender equality; e) bolstering partnership with children and youth, was highly required. In fact, this relevance is further supported by the UN who warned the world about the “shadow

pandemic” targeting women during and after the COVID-19 pandemic, and how enhancing **gender equality** was essential to “build⁸ back better”.

International statistics confirmed that Children Believe pathways and program priorities responded to relevant child related issues: for example, according to the United Nations Educational, Scientific and Cultural Organization (UNESCO), the number of out of school children still constitutes a global challenge;⁹ UNICEF also raised the alarm in June 2022, and underlined that almost eight million children under 5 in fifteen crisis-hit countries were at risk of death from severe wasting unless they received immediate therapeutic food and care.¹⁰ In March 2022, the Human Rights Council was briefed by the United Nations Special Rapporteur to the Secretary General (UNSRSG) on how Violence Against Children (VAC) was increasing globally¹¹.

Moreover, table 2 further below shows that most child respondents¹² identified *lack of food/hunger followed by poverty as well as unemployment of parents as the most important issues faced by their community*. Lack of food/hunger was quoted by 262 respondents among the 0-5 years group, and by 222 out of 568 respondents aged 6-14 (almost half of this group), In a slightly inverted trend, approximately half of the children (224 out of 486) aged 15-18 viewed poverty and unemployment of parents as the main issue affecting their community, followed by lack of food and hunger (161 of them).

These findings validate Children Believe decision to focus on “**thriving communities**” and **promoting small business and employment for youth as a pathway for change**. It also vindicates Children Believe choice to place “**ensuring children are adequately nourished**” as a program priority in the context of the COVID-19 pandemic.

Furthermore, Children Believe’s program has so far focused on youth to promote business and employability, but the fact that according to table 2, older children refer to their parents while talking about unemployment, indicates that there is a need to work further on poverty alleviation with “older” parents¹³ as well, not only youth. This need is somewhat taken into consideration in Children Believe latest strategic framework when it refers to “Economic shocks. The negative consequences of the global pandemic have created economic shocks and marginalized hard-to-reach communities or social groups, notably children, women, and socially vulnerable communities”, but it may be articulated more clearly through a more adequate nomenclature (the term poverty alleviation is not mentioned in the draft strategy 5) and it may target a wider age group (include adult parents above 25 years). The children’s views are supported by community members, implementing partners, country office representatives and a member of Children Believe Global team.

⁸ <https://journals.sagepub.com/doi/10.1177/14680181221079087>

⁹ an estimated 244 million children aged between 6 and 18 are still out of school around the world: <https://www.european-agency.org/news/unesco-out-of-school-estimates#:~:text=New%20data%20from%20the%20United,of%20school%20around%20the%20world.>

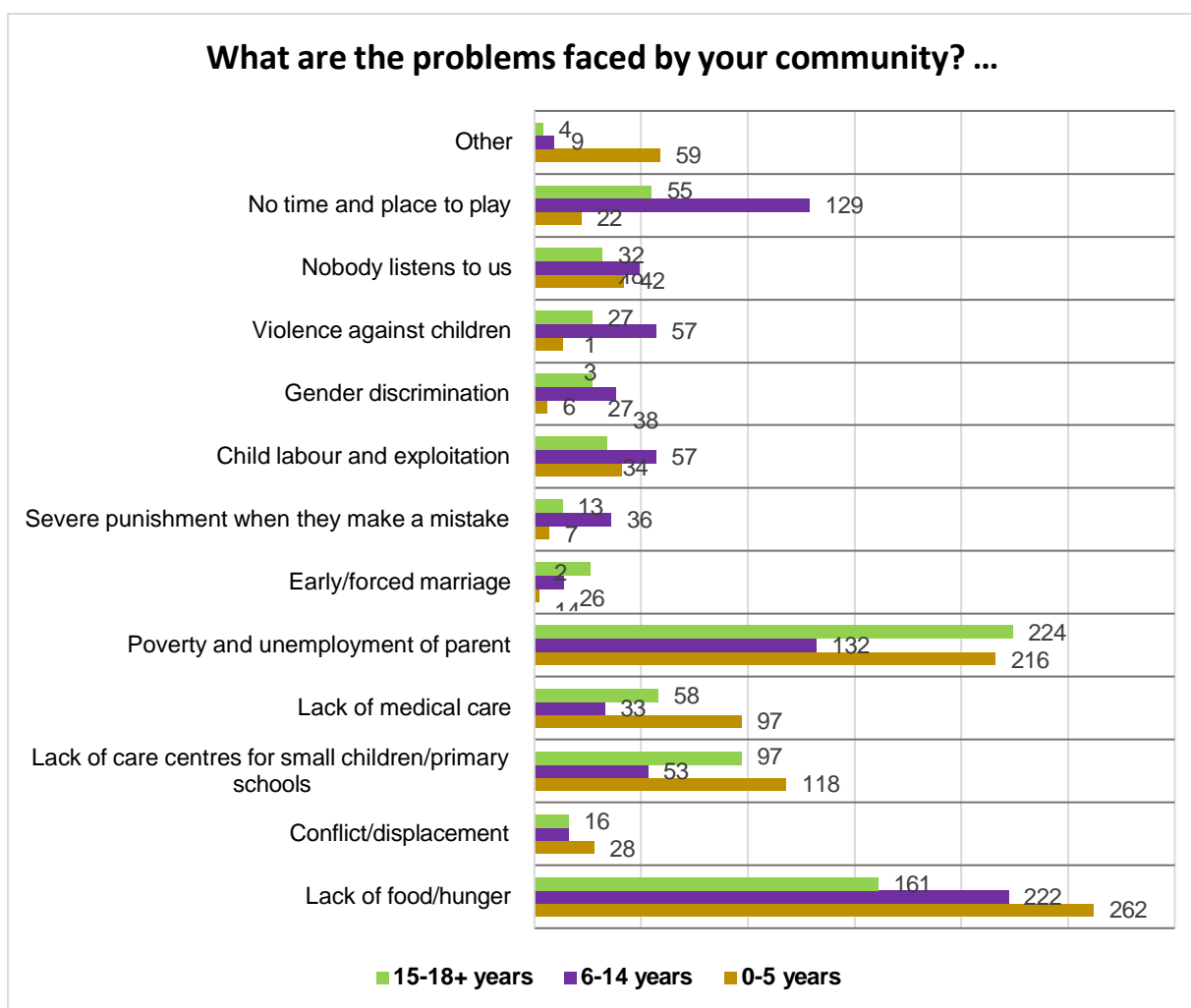
¹⁰ <https://www.unicef.org/press-releases/global-hunger-crisis-pushing-one-child-severe-malnutrition-every-minute-15-crisis>

¹¹ <https://www.ohchr.org/en/news/2022/03/human-rights-council-violence-against-children-has-increased-due-pandemic-and-multiple>

¹² And their parents for children belonging to the 0-5 years of age.

¹³ Above 25 years of age.

Table 2: Survey respondents



“The work done on food support needs improvement. Please give attention to our community affected by drought and address this with immediate food support”- [FGD respondent, Ethiopia](#)

“Poverty is one of the main causes of abuse and neglect faced by women and children, I really think that we should consider including poverty alleviation as one of our (stronger) key concerns”, [Children Believe global team member](#).

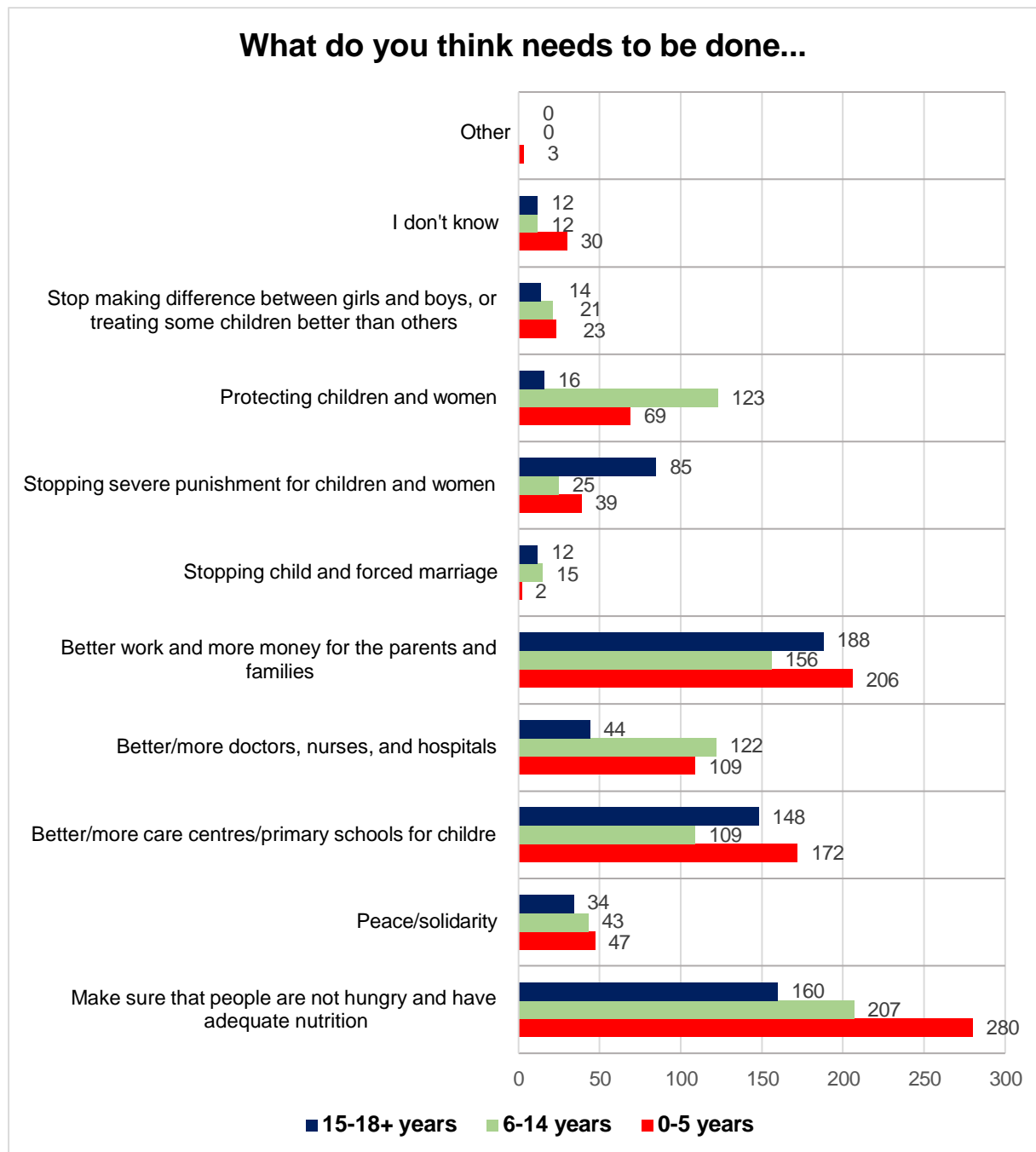
Additionally, the relevance of Children Believe action is confirmed by the same group of child respondents who stated that it was necessary to establish more care centers and primary schools; protect children and women, and provide better/ore doctors, nurses, and hospitals.

Similarly to the trend depicted above, table 3 shows that when asked about what needs to be done in their community, most child respondents quote “make sure that people are not hungry and¹⁴ have adequate nutrition” as their first priority, followed by “better work and more money for the parents and families”. “Make sure that people are not hungry and have adequate nutrition” was quoted by 280 respondents of the 0-5 years group, while 207 respondents aged 6-14 quoted it. Respondents aged 15-18 saw “better work and more money for the parents and families” as a priority. Moreover, out of 568 child respondents aged 6-14, 123 support work on child and women protection, while 122 support working on better access to quality medical care. Out of 486 child respondents aged 15-18, 148

¹⁴ Or their parents, for age group 0-5.

support working on education for children and stopping severe punishment for women and children. This once more confirms the relevance of Children Believe program priorities: advancing child rights & protection, enhancing gender equality, as well as dismantling the barriers to girls' education and improving child and maternal health in thriving communities.

Table 3: what needs to be done in your community.



Furthermore, in its 5th draft strategic framework, Children Believe identifies the following risk: “Increasing political or military tensions (amid pre- and post-national elections) in already fragile Children Believe countries of operation (Burkina Faso, Ethiopia, and Nicaragua), coupled with the negative consequences of COVID-19, exacerbating vulnerabilities and marginalization of the poor”¹⁵. In the same document, Children Believe enunciates that “The World Bank predicts that extreme

¹⁵ Page 5, risks

global poverty will rise for the first time in two decades, as the pandemic compounds the impacts of conflict and climate change. For the world's most vulnerable children this is a state of emergency'.¹⁶ Those analysis support the country office and partners' views that although Children Believe adapted its interventions to adjust to the emergencies stemming from conflicts and the climate crisis (floods, drought, typhoons, etc...), it seems essential for Children Believe to build upon its experience and include in a more prominent manner humanitarian response in its programs. Respondents from Burkina Faso and Ghana have unanimously pointed out that conflict mitigation/peace, migration, and climate change ought to be included in Children Believe 's three nexus approach to remain relevant.

"Here in Burkina Faso, we are facing our 8th Coup d'Etat: children are the ones most affected by the violence that they directly experienced or witnessed, or by the displacements that the conflicts caused. We need to include conflict mitigation in our priorities", a country office team member, Burkina Faso.

Difficulties have been exacerbated by the security crisis, leading to massive of internally displaced persons (IDPs) along with a multiplication of real needs. Implementing partner, Ghana.

Additionally, some child respondents and partners in India mentioned the need to work more on WASH and access to latrines, which was also pointed out by government representatives in Ghana. India, Nicaragua, and Burkina Faso mentioned migration, workers' rights, and prevention of human trafficking. Some children mentioned access to justice and environment as areas that required interventions. Paraguay and Nicaragua partners insisted on **mental health**. For all of them, these adjustments to remain relevant were essential for Children Believe sustainability, but it will be further discussed in section 4.4.

Although all the respondents who participated in the FGDs and KIs conducted by XC team agreed that Children Believe applied an inclusive approach, most of them thought that they could focus more on children with disability, and children in rural areas. Moreover, the XC team found that there was no mention of non-binary children and youth.

"I feel that we should also not forget the children in the coastal area in Nicaragua", a Children Believe global team member.

The XC's consulting team noted that even if child protection in emergencies (CPIE)¹⁷ had been included in Children Believe concerns, and despite referring to child protection institutions, child protection mechanisms and policies in the model logic for child protection, concepts such as alternative care in humanitarian contexts and Justice with Children are not mentioned in any document. It may be useful for Children Believe to study more deeply what CPIE entails and assess to which extend future interventions may be adjusted in this regard.

As mentioned in the executive summary, the program has been deeply affected by the COVID-19 pandemic. Overall, Children Believe Staff and the IPs indicated that the pandemic limited physical interactions with beneficiaries, and therefore delayed activities, and increased violence against children and women; it also damaged the children's education. To overcome such challenges, the program switched to virtual classes with children, trained communities on wearing a mask and handwashing. It also used phones and virtual exchanges for training and advocacy. All those mitigations guaranteed relevance, but the adverse impact of the pandemic on the program could not be fully avoided¹⁸.

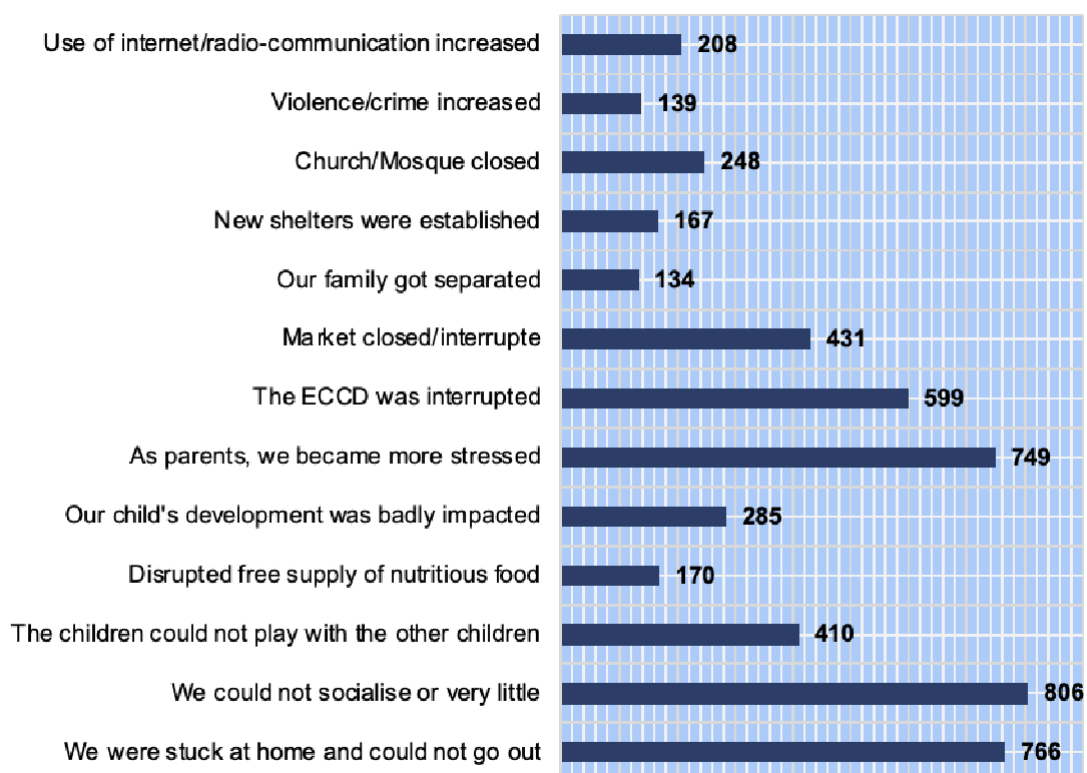
¹⁶ Page 2.

¹⁷ See relevant PowerPoint Presentation

¹⁸ See section 4.3 of this report for more details

Table 4 below confirms the impact of the pandemic described by partners and Children Believe Team. Out of the 1527 parents and children, 806 (more than half) stated that due to COVID-19, they were stopped from socializing or had to limit their social activities; 766 indicated that they were confined at home, 749 parents underlined how they became stressed (which refers to the need for mental health services mentioned by Children Believe staff and its Implementing Partners (IPs)), 599 parents mentioned how the care centers for children were interrupted and 431 respondents shared that markets were closed. Finally, 285 parents pointed out how the pandemic had badly impacted their child's development and sadly, 139 respondents were of the view that violence/crime increased. Otherwise, the mitigation mentioned by children during then survey include wearing a mask, washing hands, and listening to the radio or watching television.

Table 4: overall analysis



Finally, implementing partners and country teams highlighted that relevance was becoming more challenging since new “nexuses” appeared and varied as per geographical areas. Both types of respondents also highlighted that developmental organizations had to suddenly include/shift to humanitarian components in their program (when conflicts followed each other, when various waves of COVID-19 emerged, or when natural disasters such as floods or storms occurred) which made relevance even a more complex challenge. Those same respondents acknowledged the fact that Children Believe had been able to shift and adapt quickly and take into consideration feedback from the field to adjust strategies and support them in a timely and intersectoral manner.

**“When we talk to them (sic. Children Believe), they understand and are flexible, but the scenarios are becoming more and more complex, they evolve very quickly, and demands are increasing at community level”,
Implementing Partner, Nicaragua.**

Consequently, the data suggests that the participatory process applied by Children Believe, combined with a long-term collaboration with reliable local partners, as well as strong and timely coordination with country offices and implementing partners to conduct need assessments, has enabled the development and execution of a well-informed and relevant program for children and youth. Children Believe has nevertheless recognized that the operational contexts are becoming increasingly complex and variant, with the emergence of rapid and multi-dimensional challenges. Hence, it may be useful to slightly revisit Children Believe programming strategy post 2023 and ensure that updated nexuses that may vary according to geographical areas and timeframe, guide future interventions. A wider focus on poverty alleviation not limited to youth only, and humanitarian response, as well as a stronger programmatic intersection with conflict mitigation, migration, and climate change has been notably suggested by most respondents, along with a stronger focus on children with disabilities.

4.2 Effectiveness

This evaluation criterion essentially concerns the program outcomes and results of program and the extent to which results were on track, targets met. For this section, XC assessed how knowledge management was organized and what were the examples of good practices that the program produced, improving areas, and capacity-building initiatives. The selection of partners, the challenges that they faced, the solutions that were applied and the level of communication and coordination between partners were also discussed.

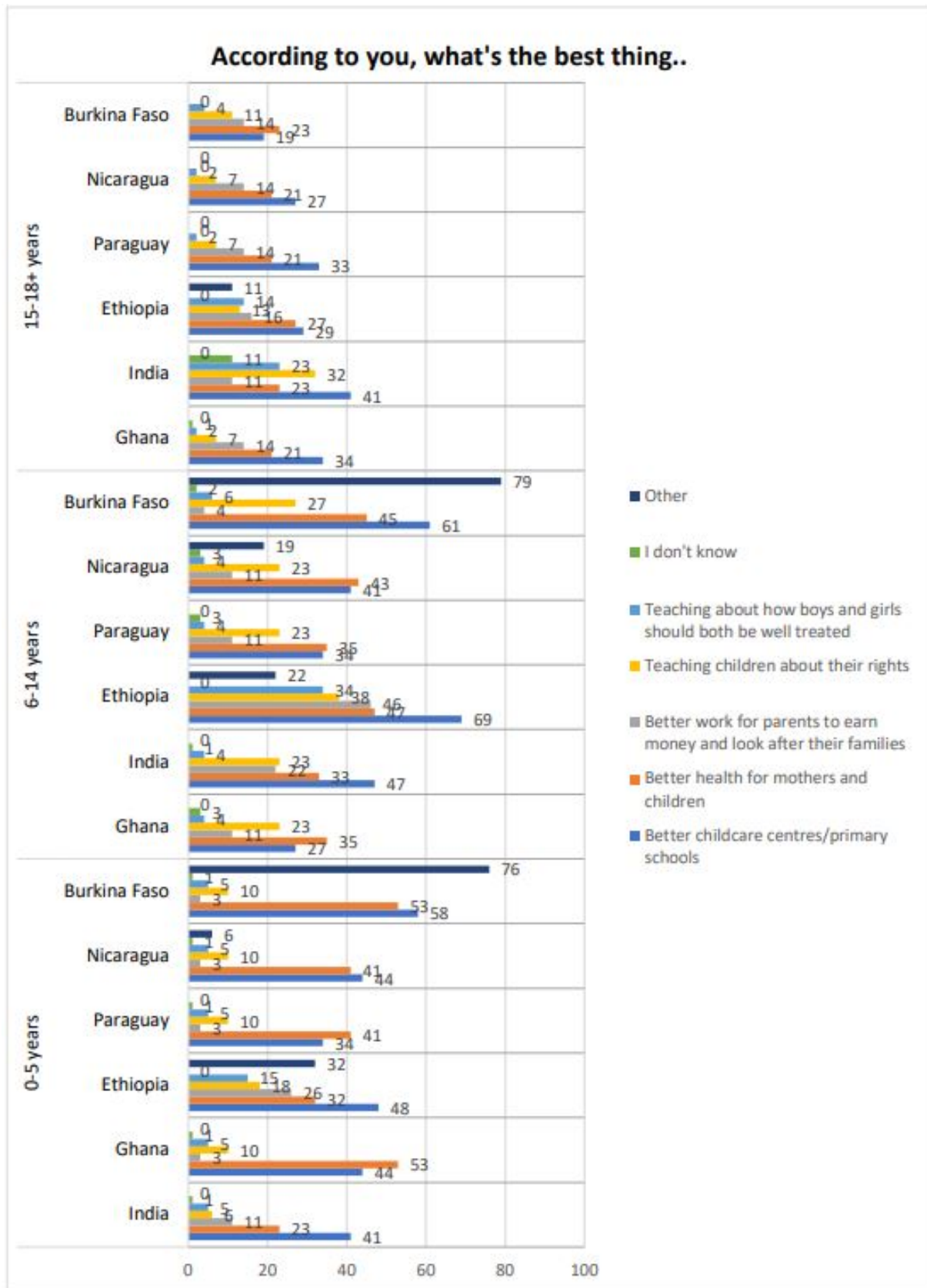
Children Believe has defined four pathways of change that are to be achieved through 5 program priorities:

- a) dismantling the barriers to girls' education;
- b) improving child and maternal health in thriving communities;
- c) advancing child rights & protection;
- d) enhancing gender equality;
- e) bolstering partnership with children and youth;

Additionally, within the context of the pandemic, the program focused on: (i) lowering infection rates; (ii) ensuring children are adequately nourished; (iii) keeping children safe from physical and emotional violence; and (iv) supporting teaching and learning.

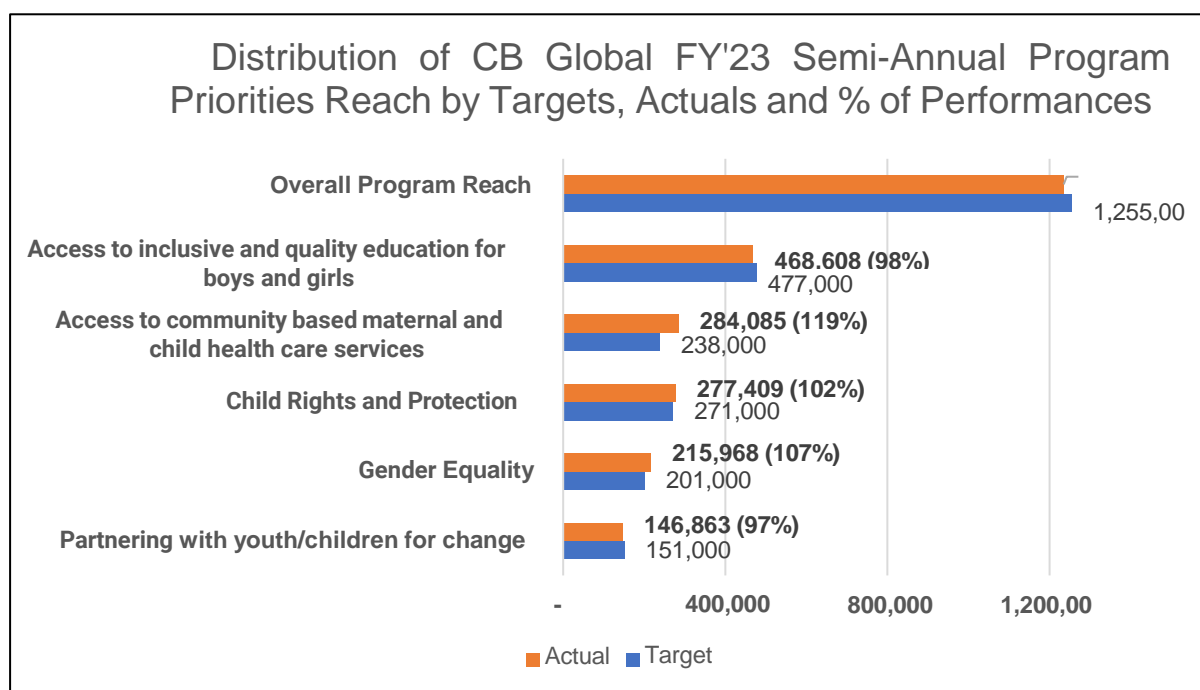
- **Results:** Looking at child respondents' feedback in table 5 underneath, and if we collate all figures, age wise, it seems that Children Believe program from 2019 to mid-2023, has been particularly successful in a) promoting access to education for boys and girls (this opinion was shared by 183 children out of 486 aged 15-18; 279 out of 568 for children aged 6-14 and 269 out of 473 parents of children aged 0-5), followed by b) improving child and maternal health in thriving communities (for 136 out of 486 aged 15-18; 238 out of 568 for children aged 6-14; 243 out of 473 parents of children aged 0-5), c) helping access better work for parents to earn money (for 83 children out of 486 aged 15-18), and finally, teaching children about their rights (for 157 out of 568 for children aged 6-14; and 64 out of 473 parents of children aged 0-5 years.

Table 5: what is the best thing that the Children Believe program has achieved?



Moreover, if one looks at the 2023 targets, table 6, the data shows that Children Believe current program is well on track to achieve its targets. Some efforts will have to be made to promote access to inclusive education, while targets have already been over-achieved with regards to gender equality, access to community-based maternal and child health care services.

Table 6



Additionally, the FY23 annual program and policy report highlights the following:

Dismantling the barriers to education: Chart 1¹⁹ shows that globally between 2020 to 2023, the number of boys and girls accessing inclusive education in Children Believe operational areas shifted from 465,948 to 503,555, with a slight dive in 2021. During the same period, chart 2²⁰ the number of children under 5 years of age accessing early childhood care and development increased from 18,139 to 48,206 (approximately 2.6 times more in five years). The communities found that the LTP methodology was one of the main drivers for such a success. Chart 3²¹ indicates that the development score of these children under 5 years of age vary between 88% to 89%, which is very impressive. Similarly, chart 6²² depicts the tremendous increase from 2021 to 2023 of young women and men who received vocational training skills and had access to employment opportunities. The number shifts from 4101 to 55789 (the results were approximately multiplied by 16 within three years), which underlines how the program EMPUJE for example, was effective.

Improving maternal, child health and nutrition: the report states that “the proportion of women who have benefited from reproductive health and postpartum care within Children Believe’s operational communities underscores the effectiveness of our local partners... This improvement, especially in India when compared to the national average of 65 percent and the baseline of 66 percent in 2019 demonstrates over 20% increase in the number of women who have accessed reproductive health and postpartum care services, which in turn contributes to reductions in mortality of women and

¹⁹ Page 14, FY23 annual program and policy report

²⁰ Page 15, FY23 annual program and policy report

²¹ Page 15, FY23 annual program and policy report

²² Page 18, FY23 annual program and policy report

babies”.²³ The reports adds: “In Ethiopia, our contributions were equally significant, with 74 percent of women in our operational communities receiving reproductive health and postpartum care in FY23, compared to the national average of 34 percent and the 60 percent baseline in 2019. Likewise, In Ghana, our efforts resulted in a 93 percent outcome in FY23 compared to the national average of 85 percent and a baseline of 84 percent in 2019. The percentage of women accessing postpartum care in Burkina Faso also showed an upward trend, with our contribution helping to reach 85 percent in FY23 against a national average of 74 percent and a baseline of 83 percent in 2019²⁴.” Those results come from the sensitization of lactating mothers on healthy nutrition, the execution of school feeding interventions and creative actions such as the promotion of nutrient rich crops (the Nutri-garden initiative with women in India).

Protecting children and women from violence: chart 12²⁵ demonstrates that between 2020 and 2023, the number of children, youth, women, and parents who directly benefited from work on the protection of children and women from violence in communities targeted by Children Believe significantly increased. From 179952, it went up to 337163, which means that the number of child and women beneficiaries got multiplied by 1.8.

Actions focused on training CSOs and institutions to advocate for a better enforcement of the UNCRC, building local capacities in Africa to promote the enforcement of (i) the Convention on Consent to Marriage, Minimum Age for Marriage and Registration of Marriages, (ii) The African Charter on the Rights and Welfare of the Child, (iii) The Protocol to the African Charter on Human and People’s Rights and the Rights of Women. The program also advocated against early child and forced marriage and provided legal aid in cases of sexual violence against children²⁶. Efforts were also made to promote birth registration, prevent irregular child migration, sponsor children, and conduct awareness campaigns on digital safety such as “WEB safe and wise” Campaign.

Gender equality: chart 15²⁷ illustrates that the number of women and girls benefited from capacity building support in favor of gender equality in CB communities shifted from 51,947 in 2020 to 218,652 in 2023 (approximately four times more). This program component allowed girls from the Dalit religious minority in India to practice sports activities, for example. It also promoted the participation and organizations of women groups into Community-Based Organizations, which allowed them to be included in decision-making processes at community level.

Partnering with children and Youth for Change: according to chart 18²⁸ the number of children and youth organized and involved in groups, clubs or associations that promote their meaningful participation in public decision-making in Children Believe-supported communities amounted to 76,990 in 2020 and 106,114 in 2023, a drastic increase. The involvement of children in policy reforms concerned vocational training, the environment, child protection, community-based artistic events, and was articulated through action groups or youth networks.

Hence, the findings above suggest that the program has achieved significant outcomes that made a real positive difference in the life of target communities.

- **Knowledge Management and Good practices:** The knowledge management is supposed to abide by Knowledge Management guidelines developed by Children Believe. Additionally,

²³ Page 23, [FY23 annual program and policy report](#)

²⁴ Page 23, [FY23 annual program and policy report](#)

²⁵ Page 29, [FY23 annual program and policy report](#)

²⁶ See the Medina case, Ethiopia, page 31, [FY23 annual program and policy report](#).

²⁷ Page 36, [FY23 annual program and policy report](#)

²⁸ Page 41, [FY23 annual program and policy report](#)

examples of good practices have essentially been documented through the CoEs established by Children Believe teams²⁹; those are detailed below:

Paraguay: Child rights and participation. In Paraguay, children were actively involved in a national campaign on Child Protection against Violence to advocate for the safety and well-being of children. The campaign complements Children Believe previous contribution in preparing Paraguay's Government's National Policy and Strategy for Child Participation. The impact of such child participatory process has been partly illustrated through a case study featured on Children Believe website: The Twenty Commitments to children and adolescents³⁰.

Nicaragua: Gender equality and economic empowerment of youth and women. "We continued to facilitate capacity-building support to our local partners and other stakeholders on entrepreneurship development and the promotion of employment opportunities for young women. This led to the scale-up and sharing of best practices such as the VSLA (village, saving and loans associations) and virtual platforms among young entrepreneurs and businesswomen: KREZCO. Children Believe also developed and shared evidence-based knowledge products in local languages to ensure continuous learning among youth and women business networks." Overall, Children Believe and its partners in Nicaragua were able to promote gender-sensitive employability through gender-sensitive and market-oriented vocational and technical training and operationalization of digital platforms.

Burkina Faso and Ghana: Early childhood care and development. The Burkina Faso and Ghana Centers of Excellence (CoE) strengthened the implementing of the Learning Through Play³¹ (LTP) for Early Childhood Care and Development (ECCD). According to partners and country offices, the training manual was developed and adopted by the education department in both countries. This transformed the education delivered to young children as well as the training received by teachers. In fact, in Ghana, the promotion of LTP and ECCD by Children Believe and its partners gave birth to a Responsive Caregiving ECCD Policy which has now been submitted to the cabinet for approval. In Burkina Faso, this LTP and ECCD was sustained and institutionalized through the animation of national forums in collaboration with Res Publica, the Ministry of Education, UN bodies and CSOs.

Ethiopia: Education and child protection in emergencies. "In Ethiopia, Children Believe, recognizing the disruption of education and the crucial need for social and emotional support in conflict-affected areas of Kobo Town and Gidan District in North Wollo Zone of Amhara Regional State, launched an education in emergencies project. This initiative delivers a coordinated, rapid, and effective humanitarian response to the needs of children by focusing on their educational well-being and safety. The response included promoting school feeding, rehabilitating schools, providing educational materials, ensuring access to safe water in schools, and creating secure spaces through community-based child protection measures"³². At a time when Burkina Faso is experiencing serious conflict situations this model can be easily replicated.

India: Gender, intersectionality, and social inclusion. India led the process related to social inclusion, particularly addressing the unique circumstances of marginalized indigenous and caste groups in the lowest strata of society. The team in India worked on promoting new positive gender norms to end the practice of child marriage, provide inclusive education, and create a safe and dignified environment for girls and women from marginalized social backgrounds within schools. In 2023, Children Believe developed a toolkit titled Catalyzing Transformative Change: A Toolkit on Gender, Intersectionality, and Social Inclusion which presents analytical frameworks and tools for contextual analysis, monitoring and evaluation exercises, institutional capacity assessment, proposal writing, and policy influence, all through the lens of gender, intersectionality, and social inclusion. The toolkit

²⁹ See: **FY23 CENTRES OF EXCELLENCE INITIATIVES-REPORT**

³⁰ <https://childrenbelieve.ca/wp-content/uploads/2021/07/Paraguay-20Commitments-Nov2020site.pdf>

³¹ This innovative methodology was first developed by SickKids Centre for Community Mental Health (formerly The Hincks- Dellcrest Centre) and the City of Toronto Public Health Department. It was piloted and implemented by Children Believe since 2014 to deliver early childhood care, education, and cognitive development, which are instrumental for healthy brains and lives, and lay the foundation for positive change in the lives of young children.

³² See: **FY23 CENTRES OF EXCELLENCE INITIATIVES-REPORT**

was launched online through a global multi-stakeholder conference. The use of new technology to disseminate this toolkit is efficient, however, this toolkit is not available on Children’s Believe website.

XC team has come across additional examples of **good practices** during the EoTR that are listed in table 7; those have been identified according to the following criteria: innovation, participation, sustainability, efficiency, transversality, reproducibility, and serving the best interest of the child.

Table 7: Good Practices

Serial #	Title	Criteria	Description
1	Women Safety Audit	Innovation	No such audit has ever been conducted in those target areas. and whenever such exercise takes place, it is normally through much more expensive private consulting companies.
		Participation	Young women are leading the process, while they area also the first victims of VAW. The findings trigger an evidence-based dialogue between duty bearers and rights holders to devise and implement remediations. In this case the process aligns with the principle “Nothing about us, without us”.
		Sustainability	The skills and knowledge acquired by these young women to conduct audits will remain with them beyond the program implementation period.
		Efficiency	Rather than recruiting private consultants, community members can conduct such audits in other communities, or various set up: schools, hospitals, workplace, markets, etc. This is less costly and informed by local knowledge. Moreover, the model could be shared with UN WOMEN, or UNODC or UNDP and disseminated as an example of good practice.
		Transversality	This Women audit serves the purpose of countering VAW, but also contributes to fostering democracy, women political empowerment whereby voters hold their political representative accountable for their safety and Rule of Law.
		Reproducibility	The model exists and could be shared with and replicated by other women in other places, contexts.
		Serving the best interest of the child	In contexts where women are not safe, adolescent girls are also not safe, moreover VAW directly or indirectly impact children who witness or co-experience this violence. This audit allows the development of informed measures to provide a peaceful environment, essential to help build a conducive environment for children.
2	Rainwater harvesting system	Innovation	Such systems were not in place in the target areas and in their hospitals or acre centers.
		Participation	This intervention was decided following consultations

			with community members, local partners and authorities.
		Sustainability	The technique to install those rainwater harvesting structures is shared with local stakeholders who can use it beyond the project duration and transmit to their peers.
		Efficiency	Those rainwater harvesting systems are locally made and low-cost installations for huge health dividends: enhancing mother and children's access to health, in some cases, saving lives.
		Transversality	This contributes to climate change adaptation and helps address water scarcity.
		Reproducibility	The technique is documented by Children Believe and can be easily contextualized in other countries.
		Serving the best interest of the child	Access to water for medical care is an important aspect of the logistical and hygienic needs. Hence it contributes to increasing access to better medical care for mothers and children at community level
3	Developing climate friendly contextualized solutions to improve access to health needs and equipment (ergonomic stretchers)	Innovation	Those products did not exist before in the target areas and address some new challenges fostered by climate change.
		Participation	Community members, authorities and beneficiaries were involved in identifying the needs, hence local ownership was ensured.
		Sustainability	The technique to develop those is shared with local authorities and community members and locally produced material is used.
		Efficiency	Those solutions do not require huge investments, the material and fabrication techniques do not have to be imported; they are locally contextualized and are climate friendly. Since this knowledge is already documented by Children Believe, only limited cost will be required to train local communities in other areas.
		Transversality	Since the material is local, those stretchers also help mitigating the adverse effects of climate change (no polluting transport).
		Reproducibility	This model can be reproduced in other areas where the needs are identical and where communities welcome it. The process has been documented by Children Believe and local authorities.
		Serving the best interest of the child	Children and their mothers increase their chance of survival due to medically monitored delivery and maternal health care.
4	Capacity-	Innovation	New skills knowledge and techniques are acquired by

	building of health professionals		health professionals
		Participation	Community members and health authorities were involved in identifying the needs and solutions, this exchange ensured consultation with most of the target groups.
		Sustainability	Due to the participatory process, this capacity-building exercise has triggered social and institutional buy-in. It is locally owned, encouraged, and welcome. Acquired knowledge and skills will be used even when the program ends.
		Efficiency	The trainees can help train colleagues and adequate procurement took place to conduct and design cost effective and affordable trainers.
		Transversality	The empowerment of health providers also brings joy, self-esteem, and well-being at community level, which fosters social cohesion. This training is also a way to boost women's professional development and their economic empowerment.
		Reproducibility	Those training can be replicated in other countries; contextualization may be required but the basis is already existing and can be used in other target areas.
		Serving the best interest of the child	Children and their mother access improved health services due to capacitated human resources.
5	Capacity-building of education professionals on Learn to Play	Innovation	New child and gender-sensitive pedagogical approach, which parts way with authoritative and abusive non- child friendly teaching methods.
		Participation	Community members and education authorities were involved in identifying the needs and solutions, this exchange ensured consultation with most of the target groups and local ownership.
		Sustainability	The knowledge and acquired skills will be used even when the program ends. The education departments have adopted this approach in the ECDCs, and schools and master trainers are available.
		Efficiency	The training manual cost allows long term benefits (safe learning fosters child protection, and safe children enables to generate healthy and resilient adults, as well as positive citizenry, which in turn promotes peace and social cohesion) and a multiplier effect (trainees train their peers); training manuals can be shared and adopted by/contextualized in other countries for a very limited cost.
		Transversality	This manual also serves the purpose of economic development (better teachers may have more interesting professional opportunities), child development and child protection.

		Reproducibility	This pedagogical approach can easily be upscaled and replicated.
		Serving the best interest of the child	The LTP method focuses on Safe Learning which fosters Child Protection at an early age and provides a conducive environment for the child's psycho-social well-being and its cognitive development.
6	Child participatory creation of green spaces.	Innovation	Children are traditionally kept away from decision-making processes and are not given leadership opportunities, especially when they belong to marginalized communities.
		Participation	Child groups did research and decided to come together and designed the intervention by themselves.
		Sustainability	The children who acquired the skills and knowledge to create this green space will retain those beyond the program duration and the green spaces will be monitored and looked after even after the program ends by those children.
		Efficiency	Low-cost intervention: the local authorities provided the plants for a significant social and climate dividend; this mobilizes other community members and children to multiply such initiatives. The knowledge and the plants are local, human resources as well; hence it is a very limited investment.
		Transversality	Those initiatives were inclusive and gave a voice to marginalized children who are normally left behind. It therefore also contributes to promoting Gender equality and inclusion but also could be a pathway towards green economy: some community members could get contracted to develop sustainable green spaces in other urban areas.
		Reproducibility	The model can be easily shared with other stakeholders and replicated with local plants and community members.
		Serving the best interest of the child	Mitigating climate change and promoting the creation of/protecting green spaces is essential to lower temperatures in urban spaces and protecting biodiversity. We need those model interventions to encourage the transformation of urban spaces by authorities and communities and mitigate the climate crisis to save our children's lives and their future livelihood.

“It is true that the Centers of Excellence tend to be at the end of our reports in general; we need to highlight them more and rely more on those examples of good practices to explain what we are doing and gather support”.

Children Believe Global Team Member

“We need to remember what those CoEs were made for initially...”

It is true that we could share more locally, regionally, and globally”.

Children Believe Country Office, Paraguay

Some case studies and all the reports and stories disseminated through Children Believe’s website also contribute to showcasing and transferring knowledge which feeds the program impact.

- **Improving areas:** Those examples of **good practices illustrate the multi-dimensional catalytic work delivered by Children Believe and its partners for communities and eventually children and youth.** It is therefore essential to showcase and share more widely and more prominently those good practices to a) further improve Children Believe program efficiency, b) help design future programming, c) support resource mobilization. To this end, a stronger, adaptive, and more strategic use of the CoEs must be ensured. Finally, key questions may be considered by Children Believe to optimize this pool of good practices: how do we include newly identified examples of good practices in the CoEs? What is the leadership of those CoEs evolves? (Geographical shift, stronger leadership emerging). How to strengthen access, dissemination and showcasing of those CoEs, for what purpose? (Resource mobilization? Knowledge and experience-sharing? Building new partnership?). Some answers are suggested by XC team in the recommendations chapter.

Some partners have been complaining about insufficient digital resources (technical and human) that adversely affect the quality of remote management, but it seems that the IT roadmap and digitization included in the global strategy draft 5, will be addressing those concerns.

“We are digitalizing, but we also need to be trained on those new program and apps, and when we are asked for good quality picture, we need the right camera, for meetings, we need more computers, more internet devices. Implementing partners, Paraguay.”

While the program showcases milestones stemming from child and youth participatory processes, **none of the partners, neither Children Believe, have reached the top of the ladder of child participation.** For example, no child sits in the Board of Children Believe. The fact that children were included in the program ecosystem (design, execution, monitoring, and evaluation) however demonstrates that Children Believe is cognizant of the need to apply the “Nothing about us, without us” motto.

Furthermore, partners underlined how more interactions between countries and partners was necessary, especially with regards to CoEs knowledge sharing. The recent global meeting that took place in Canada denotes a positive evolution in this regard.

- **Challenges & mitigations:** all partners and country offices explained how the COVID 19 impacted the program by delaying activities, limiting physical contacts, and creating economic shock on already highly vulnerable populations. All of them lauded Children Believe adaptability and reactivity: shifting to online activities, promoting vaccination and Personal Protective Equipment (PPE), providing access to mental health services for beneficiaries, arranging emergency grants, and equipping schools with internet devices, or fostering access to educational apps. Moreover, the emergence of multiple humanitarian crisis stemming from

conflicts and natural disasters has also profoundly and rapidly transformed operational terrains and may call for the need to re-adjust the Theory of Change according to some respondents.

Another difficulty mentioned by IPs was how the economic shock that followed the pandemic targeted their staff as well, and how better salaries or other incentives such as health insurance coverage, or provision of psycho-social services could help in retaining staff.

**“Emergency situations have now become a constant in our operational terrains, hence I think that this humanitarian dimension, should be reflected more in our Theory of Change”,
Member of the Fund Raising Team, Children Believe.**

- **Partners selection:** discussions with country offices informed XC that all IPs were old collaborators who were chosen according to their level of interest, expertise and needs of the target population. Due diligence processes are ensured and applied, and the positive feedback received from young mothers, community leaders and survey respondents, indicates high capacities and effective work of those IPs.
- **Capacity-Building Initiatives:** overall, each program priority entailed some capacity-building initiatives that contribute to the program’s technical sustainability, as well as behavioral change and the program impact. For example, training on gender equality in India, fostered community disapproval of child marriage and acceptance of the need to educate girls; improved capacity of teachers and caregivers in Burkina Faso and Ghana fostered children’s retention in school due to a more child-conducive environment; training nurses in Ethiopia, encourage more mothers to seek medical service in hospitals for themselves and their babies; training young women on entrepreneurship and technical skills in Nicaragua, encouraged them to set up their own business; in Paraguay, training teachers on child conducive and participatory education also helped in retaining girls in schools; training on child rights empowered children to “speak up”: training children on COVID-19 prevention skills led children to wash their hands and wear masks, which helped them “feel better” during the pandemic.

To conclude, the beneficiaries’ feedback, the good practices documented in the CoEs, and the various results documented in Children Believe reports led the XC team to think that the program appears to have been effective, and impactful. Notably, the program enabled access to education for boys and girls, access to improved medical services from mothers and children; it also fostered awareness on child rights and child protection and legal and policy reform (in Paraguay) as well as justice actors and community members’ engagement to end Violence Against Children (child marriage in India, and justice for children in Ghana, Ethiopia and Burkina Faso). Some efforts are required to further digitize Children Believe operations, mainstream, and institutionalize child participation, boost child protection in a multi-sectoral and systemic manner, strengthen global and regional exchanges between Children Believe and its partners, intensify the use and dissemination of the knowledge and trainings documented in the CoEs. Children Believe’s latest Global Strategy already addresses many of those improving areas, but further adjustments will be required. Children Believe has already demonstrated its capacity to research, analyze, reflect, learn, and transform; this positive attitude enabled the organization to overcome the multiple crisis that occurred during the program execution period. It is therefore hoped that within this learning-oriented process, this EoTR will further help in identifying and better shape the way forward for Children Believe and its talented partners’ transformative work.

4.3 Efficiency

The program **efficiency** was assessed as per the choices of expenditure made to ensure Value for Money (VfM), and by looking at what synergies and cross-fertilization achievements were generated under the program and what their added value was. Finally, XC explored the level of consideration given to safeguarding standards and local sensitivities and how it helped achieve results.

According to the OECD, VfM has become more prominent on the development agenda for a number of inter-related reasons. First, the development community has in the past been driven by performance criteria that are very different from those in other areas of public spending: how much is spent sometimes overshadows the more fundamental question of what the funds achieve. Second, aid agencies are increasingly expected to understand and demonstrate the value for money of their work to those who are paying the bills, i.e. tax payers. Third, some aid sceptics have claimed that aid does not work, is wasteful and should be downsized or abolished. Although these claims may not always be based on evidence, strong evidence is needed to demonstrate that aid is valid and managed well, and that those in charge of aid are constantly seeking to make work better. Value for Money analysis essentially represents a risk-adjusted comparison of the costs and benefits of different procurement options. It is an iterative process that takes place throughout the project's initiation, planning and definition stages of the planning process. VfM is not synonymous with either economy (i.e. reducing the cost of inputs) or efficiency. Value for money is about finding the right balance between economy, efficiency, and effectiveness, and cannot be assessed through only one of these dimensions in isolation. Reducing the costs of inputs and making efficiency savings can either support or undermine value for money. XC would like to add that VfM does not need to be about monetizing everything and applying cost-benefit or cost-effectiveness analyses. These are tools which may be relevant to assessing value for money in some cases, but value for money is a much broader concept. According to the EoTR, Children Believe was able to attain a high level of VfM across several interventions. For example:

Child Participatory Green Spaces: Low-cost intervention for mid and long-term benefit. The local authorities provided the plants for a significant social and climate dividend; this mobilizes other community members and children to multiply such initiatives. The knowledge and the plants are local, human resources as well.

Learn to Play: The training manual cost allows long term benefits (safe learning fosters child protection, and safe children enables to generate healthy and resilient adults, as well as positive citizenry, which in turn promotes peace and social cohesion) and a multiplier effect (trainees train their peers); training manuals can be shared and adopted by/contextualized in other countries for a very limited cost.

Capacity Building: The trainees can train other colleagues and adequate procurement took place to conduct and design cost effective and affordable trainers. It has also contributed in reducing infant mortality rate and improving access to maternal and child health care in target areas.

Rainwater Harvesting: Those rainwater harvesting systems are locally made and low-cost installations for huge social and health dividends: enhancing mother and children's access to health, in some cases, saving lives and empowering medical staff (especially females) through increased employability.

Women Safety Audits: Rather than recruiting private consultants, community members conducted such audits in their communities, or various set up: schools, hospitals, workplace, markets, etc. This is less costly and informed by local knowledge. Moreover, the model could be shared with UN WOMEN, or UNODC or UNDP and disseminated as an example of good and cost-effective practice.

Investment in new technology: this investment has been critical to mitigate the impact of the COVID-19 pandemic and achieve results by, for example, allowing children to access education despite confinement, or supporting and coordinating with operational teams despite physical distance and travel limitations (integrated online results framework, online coordination meetings, online webinars to train teams on CoEs). It also contributed to a more effective human resource

management (contracts and interviews could take place online), and a reduction in other logistical costs (such as international travels, lodging, etc..).

Overall, according to its annual reports³³, Children Believe appears to have spent most of its revenue on health and nutrition (approximately 35% from 2019 to 2022), education (around 26% from 2019 to 2022) and less in sustainable economic development (2-3% from 2019 to 2022) and WASH or emergency (3-5% from 2019 to 2022). Focusing on health and nutrition and education certainly allows valuable dividends as it not only saves lives but helps develop healthy children who will become healthy and empowered positive citizens, a fundamental condition for a better world. However, partners insisted on the fact that more resources ought to be directed towards poverty alleviation which could be tackled through the *sustainable economic development component*. without such investment, breaking the cycle of violence and exploitation induced by economic stress is nearly impossible.

The strongest evidence of efficiency probably resides in the synergies and multiple cross-fertilization that the program has been able to generate. The direct collaboration with local, regional, and global authorities (Host Governments and UN Agencies) to promote and protect child rights has contributed to sustainable impact: be it upscaling monitoring committees in India or linking with local administration to install street lights in areas where child abuse cases were increasingly reported in Paraguay, developing LTP manuals that got adopted by local authorities for their curriculum in Ethiopia and Burkina Faso, and improving transports and health structures that contribute to promoting access to health care and decreasing infant mortality rate. All this shows high value for Money as it provides information to develop informed child rights focused global policies, and triggers child and gender centric action and positive citizenry: *“608 youth leaders were linked to existing or newly formed local youth committees and civic organizations, so they could put their skills into action and promote real lasting change in their communities. One of the highlights is youths’ involvement in carrying out the Women’s Safety Audits (WSA), which is a participatory methodology that sought to increase awareness of gender violence by highlighting and presenting the concerns of women and their safety demands to local authorities”*.³⁴

This cross-fertilization and high quality of investment in youth is also confirmed when activities include liaison with networks: *“The youth had previously held two joint meetings with an NGO network in 2018 and 2019 to present recommendations on how to improve progress. In Uganda, children held over 150 consultations with duty bearers with 100 members of Parliament and policy makers and 250 local leaders. Children have called upon Government to invest more in addressing child marriage, poor education quality, delayed access to justice, among other child rights violations. On the local level in Paraguay, children have used mayoral commitments to child rights to hold government accountable. Children in India advocated for juvenile justice issues with local authorities”*.³⁵

Furthermore, data extracted from the surveys show that the strategic decision to invest in early childhood development and children/youth empowerment was fruitful as it has created a compounded effect. For example, table 8, shows that the majority of parents (mostly mothers) and children thought that their child had learned something while attending activities in the ECDC.

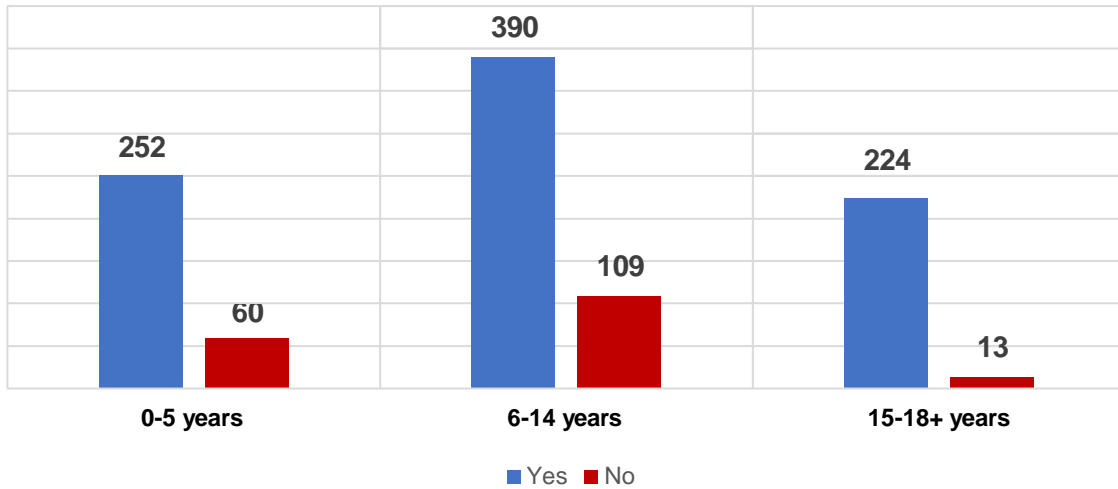
³³ <https://childrenbelieve.ca/about-us/accountability/>

³⁴ PICMCA Project report 2021, p 9.

³⁵ CFA evaluation report, page 50

Table 8: learning

Did you learn anything attending activities?

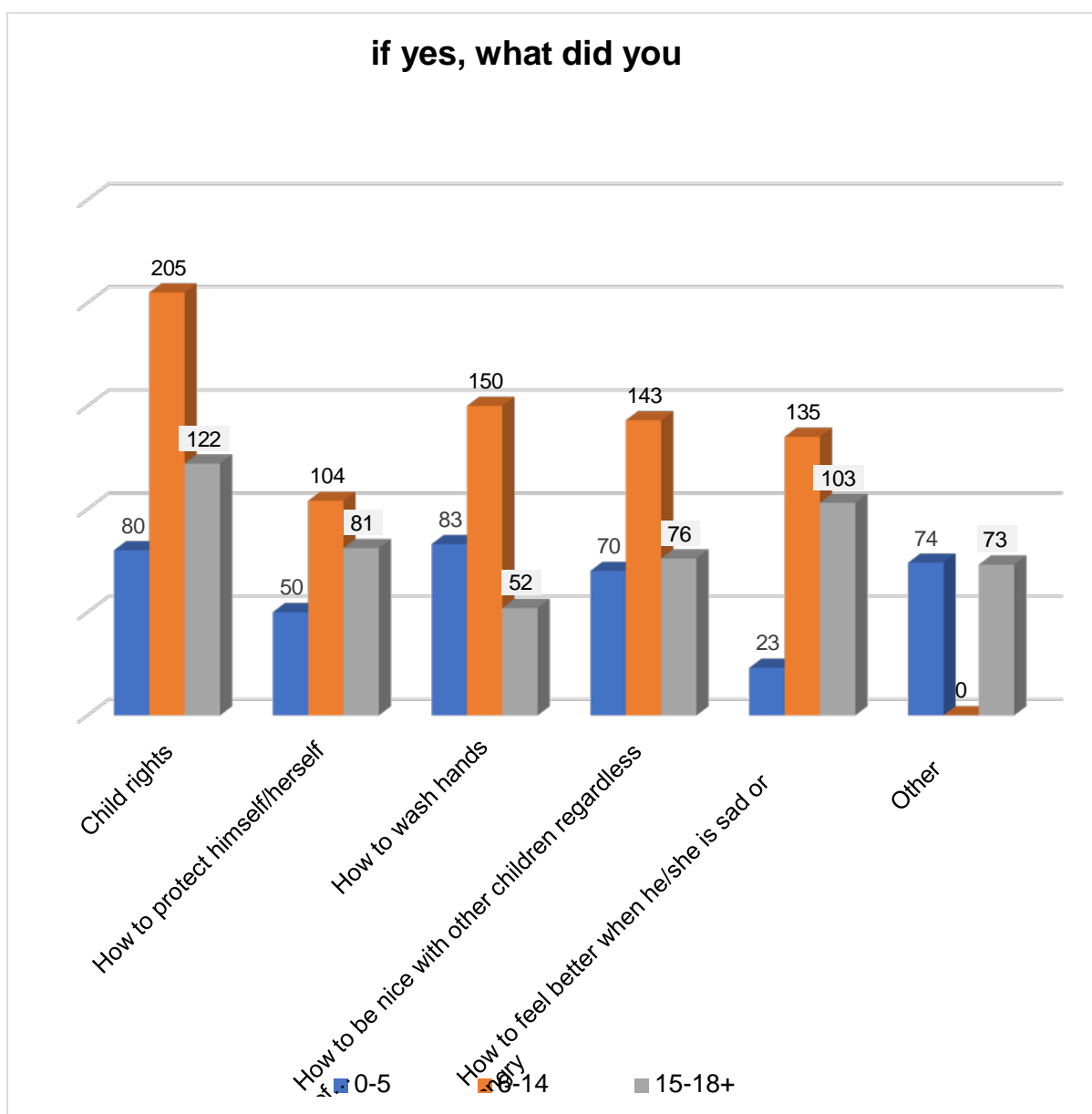


While asked about what was learned by their children, most parents quoted “how to wash hands” (83 out of 473), followed by child rights (80 of them), and how to be nice with other children (70). (see table 9).

For children aged 6-14, most of them identified (205) “child rights” as the main learning, followed by “How to wash hands” (150) and “how to be nice with other children regardless of their gender” (143). (see table 9).

Most child respondents aged 15-18 (122 out of 486) cited child rights as their learning, followed by how to feel better when you are sad or angry (103), and how to protect ourselves (76).

Table 9: what did you learn?



This survey results illustrate how resources allocated to empowering children enable a wider and intergenerational sensitization on essential concepts such as hygiene and pandemic mitigation strategies, anger management, gender equality and inclusion, resilience, child protection and child rights.

Another aspect of the program efficiency lies in the fact that it is designed based on need and risk assessments initially executed by local partners fully aware of their country political economy and local sensitivities, and who can inform Children Believe on a real time basis. For example, photos featuring the sponsorship program for India were taken down from Children Believe website after Children Believe India flagged out that this communication was not perceived well by Indian authorities. Moreover, Children Believe abides by a child safeguarding policy to apply a “Do no harm” policy and put the best interest of the child at each stage of its program execution. In Nicaragua, Children Believe and its partners refused to collaborate with certain corporate entities for young women and adolescent digital vocational training since those corporate entities’ online safeguarding

procedures were not satisfactory. Standing by such safeguarding standards is essential to build and sustain trust, without which results cannot be achieved and funds cannot be raised. In this regard, a member of the fundraising team in Canada underlined that although they were portraying stories and case studies in a very positive manner and ensuring the dignity of all subjects, the presence of children's photos online and on their website was becoming a real topic of debate due to online safety issues. She mentioned that Children Believe was currently looking into this communication and safeguarding aspect. Partners also highlighted that semantics mattered and that they were careful in their wording when they conducted community-based awareness sessions, or in their interactions with authorities, to avoid being labeled as "western agents", etc In Nicaragua for example, prior to conducting a need assessment, or field research, all questionnaires are reviewed by the State authorities before any authorization is granted to conduct such activity.

Hence, Children Believe adaptive, culture-sensitive, and participatory approach as well as its strategic choice of investment-, seem to have enabled an efficient program management with examples of High Value for Money. Some improvement may be suggested with regards to sustainable economic development to alleviate poverty, and child safeguarding standards when it pertains to online safety. This reflection has been initiated within Children Believe which is highly encouraging and some resources have been included in this EoTR to further inform that process. Lastly, Children Believe 's decision to develop an IT roadmap and boost digitization denotes a real articulated vision to further improve this efficiency, based on lessons learned.

4.4 Sustainability

For this EoTR, the sustainability has been assessed around how the program had considered and worked on technical, social, institutional, political, and financial sustainability. The XC also inquired about measures that had been taken to ensure local ownership and sustain behavioral change and other results after the program ended.

All the respondents who participated in the KIIs and FGs conducted by the XC's team were able to demonstrate that Children Believe worked in collaboration with local actors (implementing partners, communities, and governments including local administration). Moreover, the Children Believe staff in the country offices is local. Hence, according to those respondents, there is a strong level of **local ownership which is essential to guarantee the social, institutional, and political sustainability** of the action. For example, the evaluation report for Ethiopia quotes:³⁶ *"The Amhara National Regional State, the Finance and Economic Development Cooperation, the Regional Health Bureau and the Women's and Children's Affairs Bureau reviewed the project proposal for relevance and potential benefit to the community and granted their approval"*. However, in conflict prone areas, the difficulty to ensure political sustainability and the need to follow up with all new regimes and decision makers was highlighted. This was identified as a very time-consuming aspect of the program management.

Additionally, the Learn to Play (LTP) curriculum developed by Children Believe has been *adopted* by the government in Ethiopia which contributes to the program's **technical sustainability**; the curriculum will prevail beyond the program duration. The same process applies to health practitioners who have been trained under Children Believe's program. Those trainees will use the acquired knowledge and skills even once the program is over: *"One hundred and forty-nine healthcare providers, including nurses, midwives, and health officers, were trained on Basic Emergency Obstetric and Newborn Care (BEmONC) and routine maternity healthcare"*³⁷. Those trainees are also likely to

³⁶ See Ethiopia Evaluation Report, Canada-Africa Initiative to Address Maternal, New-Born and Child Mortality (CAIA-MNCM), page 12.

³⁷ Ethiopia- Evaluation CAIA- April 2021, p 15

transmit those skills and knowledge to their peers, which suggests a multiplier effect, feeding the technical sustainability.

However, the scenario slightly differs when it pertains to the technical sustainability within Children Believe or among implementing partners (IPs). IPs in Paraguay mentioned that the low salaries proposed by Children Believe in their grant financial guidelines did not enable them to retain trained and subsequently qualified staff. Implementing partners in Ghana, Nicaragua and Ethiopia shared the same opinion.

“We need support to draft proposals, it is not easy. And when we train staff, the salary is so low that we cannot retain them”, Nicaragua, one of Children Believe Implementing Partners.

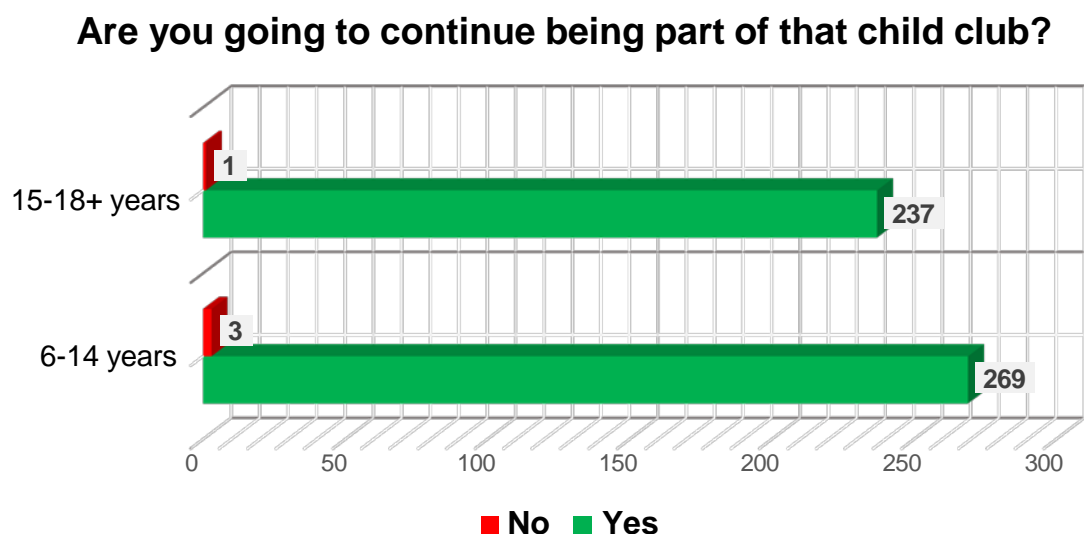
In a context where individual donors and institutional grants are slowly decreasing and where scrutiny over administrative costs and salary lines are essential for due diligence process and eligibility criteria, it may be useful to carry out a market salary assessment to verify to which extent implementing partners' claims are valid. Additionally, one of the solutions to sustain technical knowledge within implementing partners may also lie in a stronger dissemination and usage of the knowledge compiled in the CoEs. Lastly, the discussions and engagement with country offices and the country offices subsequent regular liaison with implementing partners contributes to knowledge transfer and retention. Yet, implementing partners were highlighting the fact that global seminars, conferences, and training workshops should be organized more often by Children Believe Canada. Children Believe Strategy may partly address those demands through its digitization component (online training and conferences are cost-effective), but a Children Believe Global team member underlined that the physical meetings between partners were also important.

The program's social sustainability seems to essentially stem from how it “invests” in children, women and youth through participatory sensitization and capacity-building activities, creation of youth groups and clubs, linking youth with regional and global networks. Those young beneficiaries will pursue their advocacy and use the acquired knowledge and leadership skills beyond the program duration. An illustration of this social and technical sustainability is shared by a young girl adolescent from Nicaragua: *“The main thing is not to remain not get stuck, neither, personally or in the National Youth Empowerment Network (REDJU), not only to have the knowledge, but to put it into practice. We must be aware that if I have knowledge, it is my duty to put it in to practice, if we do not act, we cannot expect others to do it, it is necessary to act. In general, the Youth Network is fundamental for the youth of the different municipalities, and we must share this knowledge and if there are more of us, we will make a bigger impact”* (Interview conducted for the systematization process, May 2021)³⁸. Table 16 shows that a majority of children aged 6-14 who attended child clubs will continue after the project ends, especially in Paraguay, Nicaragua and Burkina Faso, where none of the child respondents indicated that they would not continue.

Table 10 shows that an overwhelming majority of interviewed children aged 6-14 and 15-18 will continue to take part in the child club activities: only one child aged 15-18 said that he-she would not stay, and three out of 269 stated that they would leave the child club. This finding is important to demonstrate children and guardians' engagement to a) sustain children positive development and resilience, and b) continue to ensure access to child safety nets (those child clubs may indeed also serve as platform where children can feel free to disclose and discuss their issues with a person they trust).

³⁸ Final project report, Central America, Preventing Irregular Migration in Central America (PIMCA), page 46.

Table 10: are you going to continue being part of the child club?



Moreover, the capacity-building of service providers combined with awareness at community level feeds behavioral change that may last beyond the project duration; for example, in Ethiopia, “Due to the project interventions and mobilization, home delivery decreased from 53 percent (baseline) to 46 percent (end-line)”³⁹. Those help-seeking behaviors save lives and positively impact families and the health of target communities beyond the project duration. This finding is also confirmed by respondents from India regarding the Child Fund Alliance intervention who state: “Vibrant CFAM groups and CBOs will sustain the objectives of the program. Knowledge and skills gained by the children will sustain their capacities and advocate for their rights forever. Attitudinal changes and behavioral changes of parents and community members towards respecting child rights, recognizing children’s talents, encouraging child participation helps sustain goals. The community is taking ownership for protecting child rights. Knowledge, information, and skills acquired are sustainable.”⁴⁰ Hence capacity building also contributes to the **social sustainability** of the program.

The **financial sustainability** of the program has been quoted by respondents as a challenge. On one hand, several good practices have been adopted by governments and thereby **financially sustained** the program: “In Villarrica and Caagauzú, project activities ensured that city funding was allocated to the local child protection council in budget”⁴¹. On the other hand, when it comes to upscaling those good practices, resources are often missing. According to IPs, State authorities tend to turn towards Children Believe and its IPs for support. While this request for support from communities and State authorities has been identified by implementing partners and Children Believe country teams as a sign of trust, it also illustrates a prevailing issue: the lack of adequate resource allocation by State authorities towards programs that directly or indirectly impact children and youth. Hence child-centric budgeting may be considered by Children Believe as a more specific advocacy agenda that can be tackled at a local, national, but also regional and global level, on the model of Child-friendly budgeting, etc. in collaboration with special rapporteurs, UN agencies, and civil society networks.

Additionally, our exchanges with Children Believe team members in Canada, country offices and implementing partners reveal the following:

³⁹ Ethiopia- Evaluation CAIA- April 2021, p 28.

⁴⁰ CFA evaluation report, p 33, table 12.

⁴¹ CFA evaluation report, Paraguay, point 10, page 42

- Children Believe has a very structured resource mobilization process and department that is largely articulated around two components: firstly, the core funding and the sponsorship program which targets private donors (corporate and individuals), foundational and institutional grants that represents approximately 20% of Children Believe total funding and that are mostly funded by the Global Affairs Canada (GAC). The fact that some implementing partners felt that it was not the case suggest that more frequent and intensified participatory process while developing proposals may be required. Children Believe ensures that proposals are submitted only when there is a need and when it fits Children Believe and its partners capacities.
- There is huge competition for funding and depleting resources which makes resource mobilization an incredibly difficult exercise, increasingly specialized and technical;
- Although there is always an attrition donor rate (roughly 8 to 10%) to be expected when graduation occurs, Children Believe Canada has been able to maintain and sustain the domestic revenue approximately CAD 14 million. The target is now CAD 15 million;
- A question emerges regarding child sponsorship in a context where the white savior and colonialism narratives impact such resource mobilization. There is a need to rethink the sponsorship process and explore how it could be done differently;
- There is a demand from some partners to be trained by Children Believe on fundraising, but some implementing partners have already been working with big agencies: it is the case in Ethiopia, for example. The process to develop the proposal with Child Fund Alliance involved country offices and partners and could be considered as a form of capacity-building for resource mobilization;
- The fundraising staff synergizes with the communication department but there is no clear integrated fundraising strategy that has been shared with Children Believe staff yet; nevertheless, the fundraising team highlighted that an institutional fundraising plan was about to be finalized;

We need more interdepartmental coordination: I would not mind be more involved in the resource mobilization strategy and the execution planning. We could also altogether reflect upon our brand building: what raises to the top? How? If we look at our multi-year strategic approach, our marketing strategy does not always the program priorities; what can we do better? Where does the CoEs fit?

- New funding opportunities emerge at a national and regional level and ought to be explored;

“I think there is definitely some potential if we look into the funding at a regional level (sic Central America), we could eve position ourselves as a leader and the main grantee to operate in partnership with other countries then”, Paraguay, Children Believe team member.

- Some of the campaigns have been designed without involving the partners or the country offices as much as they should have been (sic Believe In Me campaign); ensuring that an IT roadmap is finalized and implemented may help boost regular consultation and liaison, rationalize assets, resources and hence further facilitate timely contextualization.
- The case of Nicaragua stood out as respondents felt that there was almost no local funding available, and India was labelled as a “difficult” environment where it becomes extremely challenging for INGOs and NGOs to operate and channel foreign funding.

“The way I see it, yes there are many challenges to mobilize resources, but it can also constitute an opportunity to reflect about what can be done differently”, Nicaragua, Children Believe Implementing Partner.

- The role of using more visual aids and targeting Corporate Social Responsibility (CSR) was highlighted by some respondents from Paraguay, Nicaragua, and India, and they all thought that this should be further studied. In Nicaragua, the example of collaboration with Corporate Entities to train young women, was cited as an example of good practice and an opportunity.

“The value of using visual aids such as short films and cultural events to effectively raise awareness in communities cannot be discounted; we should use more of it. It would be beneficial for Children Believe to explore opportunities for utilizing CSR funding. Implementing partner, India.

- Respondents found that Children Believe’s website did not adequately and timely showcased the work done in all target countries, which eventually meant that current donors were not sufficiently aware of the program’s impact and that Children Believe was missing out on other potential donors.

The finding suggest that Children Believe has been able to execute sustainable interventions thanks to reliable and solid local IPs, contextualized leadership, synergies with national and local authorities and communities, child and youth participatory processes, capacity-building, culture-sensitive community-mobilization, and strategic communication. Children Believe is aware of the current challenges related to financial sustainability and resource mobilization (those are clearly spelled out in the global Strategy 5th draft); critical steps such as developing communication plans, institutional funding plans and IT road maps, knowledge management guidelines or sponsorship mapping – that are considered living documents – demonstrate that Children Believe is subsequently in the middle of a process to address those obstacles. All respondents have also explained that Children Believe had tried to ensure a cross-sectoral and participatory approach. However, XC team found that most country offices and partners were not sufficiently aware of communication plans, institutional funding plans and IT road maps, knowledge management guidelines or sponsorship mapping. Additionally, XC team noted a reiterated demand to strengthen cross-regional/sectoral consultation and focus on a more integrated and synchronized communication that would yet be able to articulate contexts specificities: to quote one Children Believe staff member in Canada, “it is important to always remember that we should not paint a portrait with one same brush”. Last but not the least, the need to recruit technical experts to draft certain major proposals for institutional donors and propose training on ethical strategic writing and resource mobilization should not be ignored.

4.5 Impact

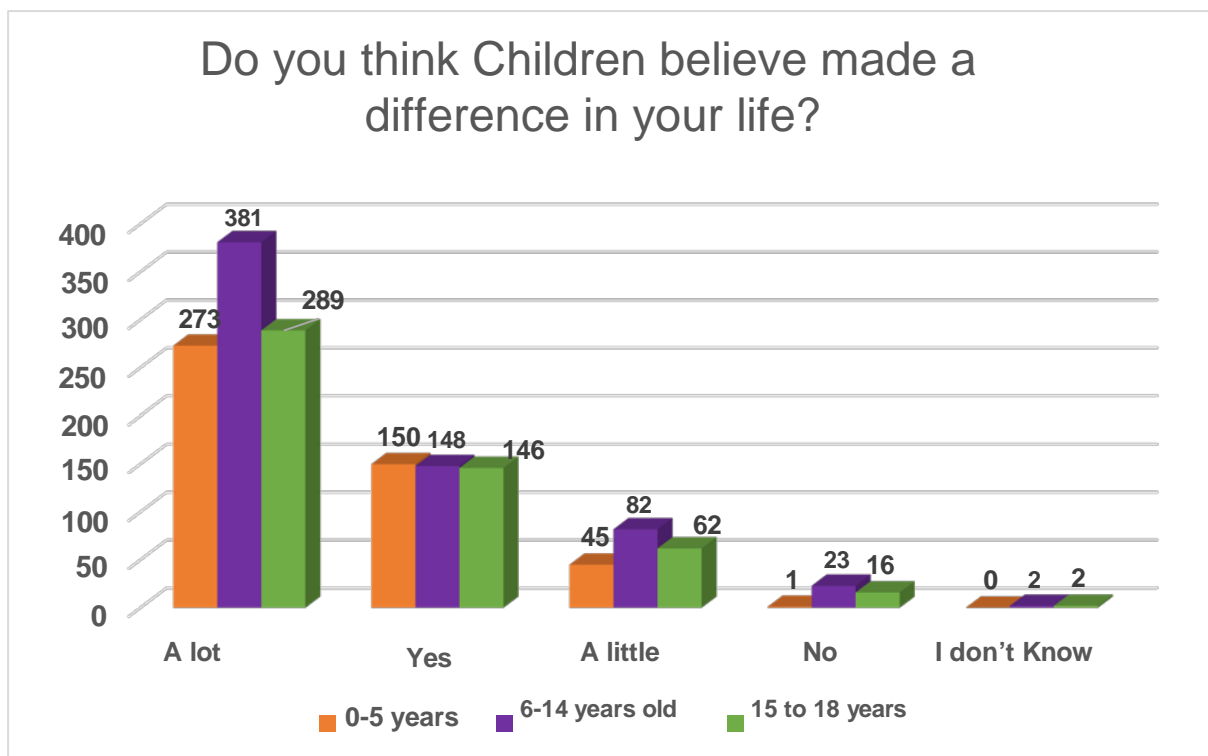
To document the mid and long-term impacts that have been generated under this program, XC relied on information shared by MELKS officers in each target country, IPs, child respondents and associates (government partners, etc...). Some information was also compiled in monthly and annual reports. Additionally, evaluations were commissioned by Children Believe to ensure a more neutral, external perspective. Based on the desk review, the FGDs, KIIs and surveys, XC looked at the mid and long-term changes that were generated under this program, how those changes were traced and documented and if they were aligned with Key Performance Indicators, Moreover, XC studied if any unintended change occurred, why, and if target groups were aware of those changes.

Firstly, out of 473 parents of 0-5 years old child beneficiaries, 468 found that the program made a difference in their life (See table 11, below). Out of those 468, 273 estimated that the program had made a lot of difference in their life, 150 thought it had made a difference but did not quantify it and 45 thought it had made a little difference in their life.

Additionally, a vast majority of children aged 6-14 (381) declared that the program had made a lot of difference in their life.

Similarly, most children aged 14-18 also thought that Children Believe program had a made a lot of difference in their life.

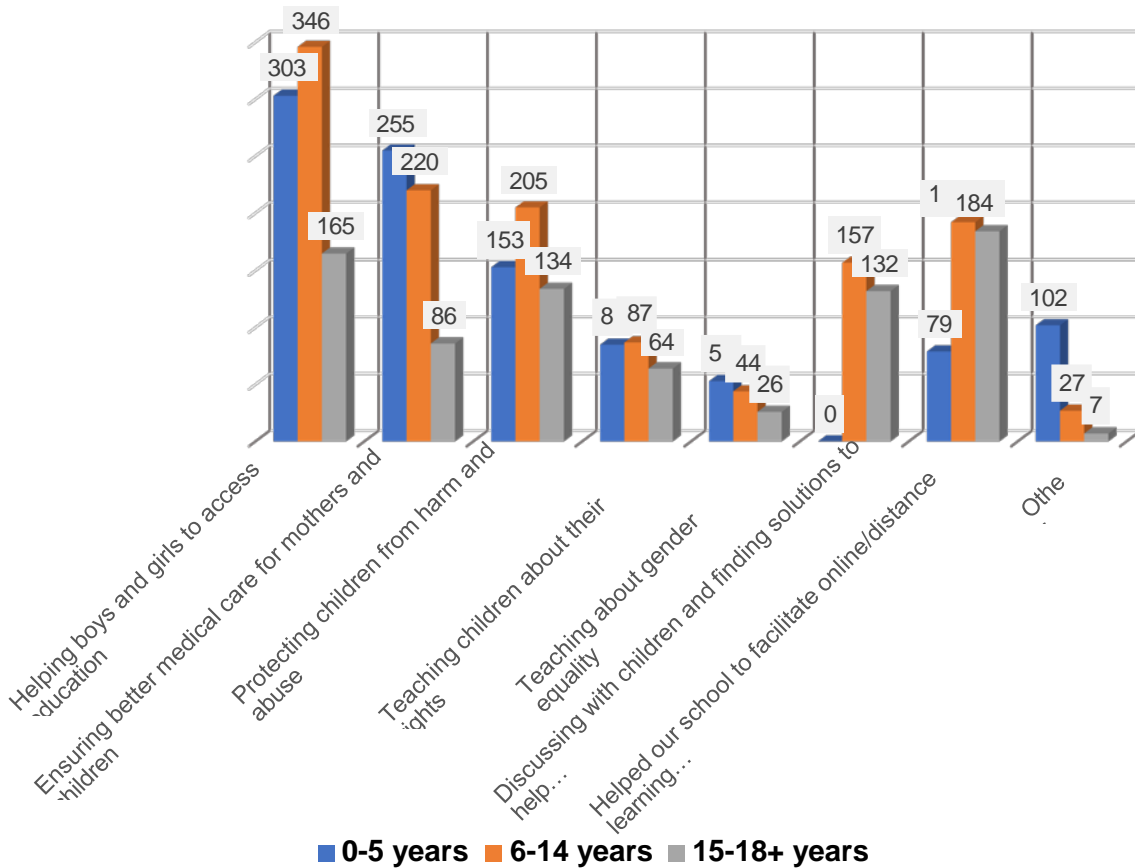
Table 11: Did Children Believe made a difference in beneficiaries' life?



While exploring what type of difference was generated under Children Believe program for the period covered for the EoTR, it appears -according to table 12- that increasing access to education for boys and girls is most largely quoted by parents of children aged 0-5 (303 of them) and children aged 6-14 (346 of them), whereas “helping our school to facilitate online distance learning” is the positive impact mostly quoted by children aged 15-18. However, this last group quotes access to education for boys and girls as the second positive difference achieved thanks to Children Believe program. Furthermore, ensuring better medical care for mothers and children” were quoted as the second strongest achievements by 255 parents of children aged 0-5 and by 220 children aged 6-14. Lastly, the fact that “protecting children from harm and abuse” was quoted as the third main achievement by children aged 15-18 and by children aged 6-14 is noteworthy: it suggests that for pre-adolescent or adolescent girls and boys, a culture a dialogue and a feeling of improved safety and trust may have emerged from the program, which is not a small feat. The concern for older children and their online studies may be linked to the fact that this is an age when academic exams occur, which directly impact their career orientation and livelihood.

Table 12: what difference did Children Believe made in your life?

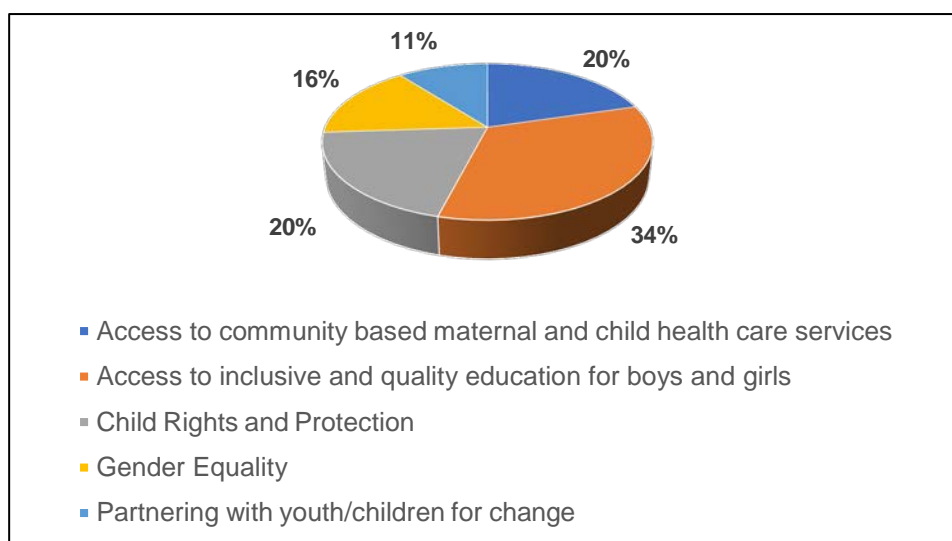
If yes/a little/ a lot, how?



Overall, as per diagram 2, by mid of 2023,⁴² Children Believe program had reached 1,255,000 beneficiaries. Looking at the data, it seems that the lives of those has essentially been impacted by an improved access to education, better access to health for women and children, and stronger child protection which is aligned with child respondents’ views. Additionally, FGDs with partners suggest that the program has also contributed to strengthening inclusive youth leadership and child participation at international, regional, and national levels. Such impact is aligned with pathways described below in diagram 6 and are reflected through the good practices documented though the CoEs, the reports and case studies, or human stories shared on Children Believe website. Once again, this demonstrates how relevant, well informed, locally anchored, participatory, effective, and efficient actions can give birth to positive transformative processes. The next section will allow us to explore to which extent this impact has been part of an innovative dynamic and whether it enabled to influence target stakeholders towards a more child- centric and humanistic society.

⁴² FY 2023, semi-annual report, slide 1.

Diagram 2: achievements, FY23



Source: Children Believe- FY23 Semi-Annual Data Report

4.6 Influence

To assess the level of **influence** achieved by the program, XC team looked at the impact of awareness and capacity-building at community, national, regional, and global level and among partners. The team also assessed the level of youth, women, and community engagement, what legal or policy reforms did the program contribute to, what were the visibility guidelines and if they were appropriate.

All the implementing partners and the Children Believe staff were unanimous in indicating that their program had been able to **influence policy and legal reform and action by the State at national and regional levels. For example, in Paraguay, "...children presented monitoring activities to the Minister of Childhood and Adolescents in 2019 to evaluate government progress to the 20 commitments on child rights and participation signed by the Paraguayan president. The status of the fulfilment of the 20 commitments was captured in an online survey with a total of 1547 youth. Youth additionally revised the survey questions and promoted the survey in their social networks. This evidence was part of a national campaign that culminated in the 2019 meeting with the Ministry of Childhood and Adolescents"**⁴³. Moreover, in Paraguay again "*children advocacy led to the reestablishment the Departmental Council of Children and Adolescents of the Central Department of Paraguay which then, formed a Departmental Forum of Children and Adolescents after 11 months of advocacy. These are the local system of child protection in Paraguay. Both local and departmental authorities reiterated their commitment to SDG 16.2 during the process*"⁴⁴. In India, "*Children identified child protection risks in school hostels which has led to local government establishing monitoring committees. The state government in Andhra Pradesh approached Child Believe to disseminate the methodology to wider partners operating in the region*"⁴⁵. Moreover, "*In India, the model of creating child friendly community groups has created a structure for further advocacy. These groups are now revising the government's new draft education Act*". In Ethiopia, the LTP manual was adopted by local educational authorities as well as in Burkina Faso.

Some of this influence has even been articulated at a global level. For example, Children mentored under this program from **India and Paraguay** met with their country representative at the

⁴³ Child Fund Alliance Report, page 50

⁴⁴ Child Fund Alliance Report, page 50

⁴⁵ Child Fund Alliance Report, page 51

UN and with the UN Secretary General. Those meetings enabled children to share their views regarding the impact of COVID19 on their life and demand certain measures related to child protection through a declaration that they later drafted and signed in line with SDG 16.2: *“Children expressed their voice and spearheaded their own advocacy at high level events. At the HPLF, youth participated at side events and presented their experiences; met with United Nations Secretary General for Violence against Children; and met with the Permanent Representative of Paraguay to the United Nations and Paraguayan Ambassador. At the International Forum, the children created and signed a declaration demanding an end to all forms of violence, in line with SDG 16.2”*⁴⁶.

Additionally, children contributed to policy briefs that have been used by the UN to guide State parties on the implementation of their international obligations, in this case, the UNCRC: *“With the outbreak of the current global pandemic, Child Fund spearheaded an online survey to inform a global policy brief regarding child wellbeing during and after COVID-19”*⁴⁷. Moreover, child protection tools were shared by Children Believe with the UN for potential replication, which shows the space that is given to Children Believe to potentially impact child protection practices globally: *“Materials that documented the CFA methodology were shared at various events with the United Nations, governments, NGOs, and universities. The materials have been submitted or consideration of an example of implementation of the Rights of the Child Resolution (RCR) at the national level for the United Nations Secretary General’s RCR and 30th anniversary of the Convention on the Rights of the Child”*.⁴⁸

Those findings suggest that overall, Children Believe program has been able to empower a group of change makers -including young change makers- to promote informed, participatory, evidence-based, and creative legal and policy reform by a) holding duty bearers accountable, and b) influencing global, regional, and local decision-makers to improve the enforcement of child rights as per SDGs and legally binding international treaties. Children Believe program has also been able to influence local policies and practices that contribute to improve enforcement of the UNCRC and other relevant international treaties and guidelines, as well as Canada’s Feminist International Assistance Policy (FIAP).

Further linkage with regional and global platforms that focus on child participatory advocacy may be valuable for Children Believe and its partners. It may also contribute to strengthening Children Believe visibility and its subsequent capacity to mobilise resources. Nevertheless, as rightly identified by Children Believe team, this influence must be articulated in a conflict-sensitive manner as the environment for Human-Rights based INGOs and their advocacy activities are increasingly being perceived by local authorities or other local advocacy groups as suspicious. This was reinforced by partners in Nicaragua and India for example, but also by members of the funding and communication teams of Children Believe in Canada.

“We need to be extremely careful when we communicate about our activities and results. We operate in a context where colonialism, and the white savior complex is increasingly talked about and denounced. So, we are aware of this, and must be prudent with the kind of message that we are conveying”.
Children Believe Canada Team Member.

Therefore, it seems fair to state that Children Believe transformative program deserves to be showcased, shared, replicated, contextualised and upscaled and that child rights related stakeholders may greatly learn from Children Believe experience in influencing duty bearers and rights holders to create a more child-conducive society. However, as highlighted earlier, risks, local specificities, and visibility constraints must not be ignored while applying those

⁴⁶ Child Fund Alliance Report, pages 48 and 49

⁴⁷ Child Fund Alliance Report, page 49

⁴⁸ Child Fund Alliance Report, page 49

influencing methods: adaptability, teamwork and evidence-based action certainly appears as critical elements to “influence” for the better.

4.7 Innovation

XC assessed **innovation** by identifying what new and useful practices had been piloted and adopted during the program implementation. Moreover, we also searched how those innovative practices had helped achieved intended and unintended targets.

In its provisional global refresher strategy, Children Believe defines **innovation** as a process that “denotes larger scale, more transformational change”⁴⁹. Innovation is also envisaged by Children Believe as enabling “our ability to deepen impact, increase influence and grow income through incremental moves which leverage our opportunities for transformational change”⁵⁰.

All partners and country office teams insisted on the fact that innovation must be viewed through contextualized lenses. Indeed, an approach or a program, may be perceived as “new” in a certain context, only because it was not introduced before in a specific country, place, or group, even if the development or humanitarian world talked about or applied those concepts or approaches before. For example, the Learn to Play (LTP) approach seems quite new when it is presented in an environment that has essentially relied on very traditional teaching methods. But LTP as a form of safe learning and conducive pedagogical approach has been part of developmental programs for decades. It is therefore important to understand that *innovation* is relative and needs to be assessed and understood within a certain context and a particular political economy. Children Believe has understood this nuance as it links innovation to *improvement* and acknowledges that is about the transformational process demonstrated in a certain environment.

- A strong example of innovation identified by XC team is the development of **Centers of Excellence (CoEs)** that integrate innovation and knowledge management in a contextualized manner. Those CoEs “serve as hubs to leverage innovation, share knowledge, promote networking and advance thought leadership to maximize our impact”. The XC team noted that it was also a useful Human Resource management tool, as it was also a way to acknowledge the country teams and partners’ impactful work, which eventually plays an important role in boosting confidence and sustain the country teams’ motivation. Chapter 6 “recommendations” will propose how to further capitalize on this innovative program component. The practices that constitute the CoEs (Gender equality and economic empowerment of youth and women; Child rights and participation; Early childhood care and development; Education and child protection in emergencies; Gender, intersectionality, and social inclusion) have enabled the program to reach its targets as demonstrated in sections 4.2 and 4.3 of this EoTR, as it followed a principle of optimization (banking on the best and sharing lessons learnt) to ensure quality multiplier effect. However, those CoEs deserve more projection and an intensified dissemination within the development and humanitarian sector.

“We are really proud of it, it is our strength (the CoE), and it depicts the impact that we were able to create; so many other youth and practitioners can learn from it”,
Children Believe country team member, Nicaragua.

- Secondly, **participatory approaches involving young women and children** are innovative since those groups are traditionally left behind. Such new citizenry-based initiatives challenged power dynamics and gender norms in India, Nicaragua, and Paraguay for example, where women safety audits, policy changes and measures to counter child marriage were adopted by State authorities, following advocacy and inputs by various children and

⁴⁹ Provisional Global Refresher Strategy, 2022-2024, draft 5, page 14.

⁵⁰ Provisional Global Refresher Strategy, 2022-2024, draft 5, page 14.

women, including those belonging to marginalized groups. It seems fair to say that although working on gender equality and inclusion is not a new topic, the shift that the program has achieved by placing women and children at the center of some community-based initiatives contributes to a new reality for target groups that are rather patriarchal in essence. This was particularly insisted upon by *female* global staff from Children Believe. (This feeds into the following program priorities: partnership with youth for change, gender equality; child rights and protection).

- **Usage of new technology for education.** The program also turned towards digital learning platforms to overcome the adverse impact of the COVID-19 pandemic but also realized that it could be used to foster access to education in general. For example, digital platforms were used to promote access to vocational trainings for young women in Nicaragua. Platforms like the *Khan Academy* were also used for children who may live too far away from educational institutions; schools and homes were equipped with internet devices for children to access online learning; digital literacy and e-commerce training for youth was also included in the curricula (especially in Nicaragua). (This gears into three program priorities: Gender, intersectionality, and social inclusion; gender equality and access to inclusive and quality education for boys and girls.).
- Moreover, the use of new technology also helped in promoting access to justice for children with the establishment of **virtual courts**. While such innovation was also promoted during the pandemic, it remains a successful tool to avoid secondary victimization of children in contact or in conflict with the law as they can take part in a trial without having to face the accused, and the too often traumatic court environment. (This gears into child rights and protection program priority).
- **Eco-friendly people-centric and community-based low-cost measures to boost mothers and children's access to medical care.** Access to medical care is often impeded by mobility issues, and lack of trust in service providers. The XC team has found that Children Believe was able to overcome those challenges by engaging community members and local authorities in capacity-building programs for medical staff, but also by making ergonomic stretchers with local material that can be used as ambulances and installing rain-harvesting systems on the hospitals roofs. This three-nexus approach: health-climate-women empowerment has contributed to reducing the delays in accessing quality medical care for mothers, hence reducing infant and mother mortality rate, and in proposing low-cost eco-friendly adaptive measures that can be replicated to combat water scarcity and promote WASH. (This gears into the following priority: access to community-based maternal and childcare health services).

Overall, in line with the concept of innovation envisaged by Children Believe in its [FY23 CENTRES OF EXCELLENCE INITIATIVES-REPORT](#), those examples of innovation are intrinsically linked to the good practices detailed in the next section. Hence it is crucial that Children Believe continues its efforts to link innovation to a learning process that feeds its future programming, as well as its organizational and growth/management.

Moreover, this focus on innovation and knowledge management once again highlights that this 5-year long program was fully aligned with the “build back better” agenda⁵¹ discussed at a UN special event held on 14th July 2020, which underlines the need to concentrate on “capacity-building, development cooperation, multi-stakeholder partnerships, and technology development and transfer, to enhance their scale and scope”. Innovation allowed the program to mitigate the impact of the COVID-19 pandemic, conflict, economic shocks, and climate crisis so that almost all targets were achieved. It seems that Children Believe may have however yet not fully measured the Value of the CoEs and how it is crucial to widen the dissemination and sharing of good practices among practitioners, children and youth and decision-makers.

⁵¹ <https://www.un.org/en/desa/opening-remarks-special-event-“sdg-acceleration-actions-build-back-better”>

5. LESSONS LEARNED

- The binary division of development/humanitarian work is quickly evolving and there is an increased need to include both in operational strategies and be able to shift from one another, quite quickly due to pandemics, conflicts, natural disasters and displacements;

“The shift towards humanitarian efforts to adapt to the current situation is also a lesson to be learned.” FGD participants from communities, Burkina Faso.

- Resource mobilization has become a highly technical and time-consuming exercise: Children Believe team needs experts who would be hired to draft proposals in a participatory manner for specific institutional donors (i.e consultants specialized in writing proposals for USAID and DRL, EU, FCDO, big corporate entities etc);
- Children Believe’s child protection interventions in developmental contexts or in emergencies, and actions to promote children’s access to justice, must be further aligned with latest nomenclature and international guidelines⁵² to remain credible vis-vis international donors and to draft relevant and quality proposals. Given the multiplication of conflict and climate crisis affected areas, and since several child beneficiaries are orphans living in residential care, there is a need to include alternative care in the child protection/CPIE agenda, and address Justice with Children as a co-related component of child rights and child protection;
- Children Believe could benefit from an improved MELKS cadre that includes a Value for Money Framework, to identify what investments were successful and which ones were not, what was the most or the least cost-effective expenditure, and why. By analyzing the social, technical or child rights dividends of an intervention compared to its cost, Children Believe would have contextualized and updated data to make better informed operational and budgetary choices;⁵³
- Capacity-building is demanded by IPs on themes such as peace and conflict, gender justice, justice with children, child protection, climate change and resource mobilization; some in- house resources may be partially used for that, or this may be budgeted in institutional grants as continuous Professional Development or/and organizational development;
- Children Believe and IPs Staff have highlighted the fact that they work in difficult circumstances and are likely to experience vicarious trauma. Hence ensuring that Children Believe and IP staff access mental health and psycho-social support is important as it may adversely impact their capacity to function personally and/or professionally.
- Moreover, several complained about the low salary range allowed by Children Believe in its financial guidelines and have been asking for better welfare support. There may be value in conducting a salary survey in each country to assess the relevance of those concerns, moreover, health insurance, day care in offices, transport facilities, flexible working hours, or work from home could be incentives that could help retain staff even with relatively low salary.
- Communication strategy and visibility cannot always be applied uniformly due to political sensitivities and a shrinking space for civil society and human rights organizations that may put staff and operations at risk. In contexts such as India and Nicaragua for example, interactions with authorities are extremely complex and access to certain highly vulnerable target groups may not be possible. The global communication strategy may provide guidelines that can be contextualized as per need and local sensitivities.
- The website of Children Believe and its Social Media footprint does not adequately feature Children Believe’s impactful work;

⁵² See useful links.

⁵³ This has for example been the case for door-to-door marketing for child sponsorship, where the cost seemed too high compared with return.

- Despite some existing documents and some webinars, there is a lack of awareness and clarity among country offices on knowledge management guidelines, resource mobilization plan, capacity-development guidelines;

6. RECOMMENDATIONS

Program design and Management:

- Intensify and reflect more humanitarian work in the Theory of Change and in the overall programming;
- Mainstream and institutionalize further child participation (include a child advisory board in Children Believe governing structure);
- Include justice with children and alternative care more clearly in the program related to child protection
- Focus more on rural/differently-able/non-binary children;
- Expand work on poverty alleviation and nutrition
- Pursue efforts to increase interaction among partners and with Children Believe at a global level for more knowledge sharing and timely coordination
- Simplify reporting formats and explore reducing reporting frequency (this requires a discussion with partners to identify new modus operandi)
- Ensure that an online result framework collects, collates, consolidates and analyses quantitative and qualitative data against KPIs and targets to facilitate evaluation processes

Capacity-building:

- Explore the possibility to create online Learning management system and transform CoEs in knowledge hubs that are accessible virtually;
- Conduct a capacity-building need assessment among partners and country offices;

Communication

- Increase synchronization and integration of communication campaigns with resource mobilization campaigns;
- Intensify consultation with country offices, partners and children to contextualize campaigns;
- Increase children's participation in communication plans and material;
- Pursue efforts to digitize Children Believe.
- Explore more artistic expression to communicate (sic ARTIVISM)
- Reflect and clarify more how to better showcase, expand and disseminate the CoEs
- Conduct identical campaigns in local languages/translate campaigns for replication
- Increase production of audiovisual material (documentaries, we-series, movies, animations, etc)
- Expand usage of social media

Resource Mobilization

- Pursue reflection on how to articulate and present child sponsorship, human stories differently (avoid white savior controversy, possibility to use cartoons instead of pictures, silhouettes, etc);
- Recruit thematic and specialized consultants to write grants proposals;
- Use CoEs more strategically to talk to donors;
- Intensify linkage with regional and global child rights, developmental and humanitarian networks;
- Include a VfM framework in the MELKS cadre
- Pursue the Triple nexus approach
- Increase emergency fund/grants

7. CONCLUSION

Children Believe is currently at a transitional stage hence this EoTR happens at a crucial time. With the planning stage in full swing for the next 5 years and beyond, this EoTR is an opportunity to build on the successes of the work of Children Believe and make the necessary adjustments for the future. There is no doubt that the work undertaken by Children Believe and her partners between April 2019 to March 2023 has made a positive difference in the lives of children, youth, and women in all the six implementing countries. The evidence is there, the data and feedback collected and received further substantiates this. The evaluation believes that there is tremendous potential to further expand the work of Children Believe in the existing countries where it is operating but also expand to other countries. The model and approach being used can be and in fact should be replicated.

The overall program side and its relevance are in alignment between project goals and stakeholder needs; its coherence fits with the focus of the strategic goals of the organization and all stakeholders; the effectiveness is largely positive in measuring achieved outcomes an impact against the envisaged Theory of Change; the efficiency of the intervention has demonstrated good use of the funding available; finally, the impact of the mechanism has contributed to making a difference at the community level and on the lives of the children. When it came to Sustainability and Innovation, here too the evidence is clear. Positive change has taken place across the program. This is not to say that there are not areas where things could be and should have been done better. These too have been documented and highlighted in the Review.

One of the most striking elements of this Review was the ability of Children Believe along with ALL stakeholders to adapt and adjust. The EoTR covered the period from April 2019 to March 2023, this was significant because for most part (over 70%) the program was implemented during the onslaught of the global pandemic, COVID-19. From March 2020 to well into 2022 the impact this pandemic had on the implementation of the program cannot be overstated. Children Believe rose to the occasion and was able to not only provide support to the field teams but also ensured that the beneficiaries who were already vulnerable and in need prior to the pandemic were continued to be supported in a way never envisioned. There was no plan to address a global pandemic. A plan had to be made in real time. The plan had to be actionable and had to meet the needs of the most vulnerable. Operational environment in Canada changed and so did that across all six countries. The new changes in the work environment meant that new skills needed to be learnt and adapted to the new ways of working. All this to say, the work continued and in a way that ensured impact and benefited the most vulnerable.

The three areas of possible focus moving forward that XC would perhaps like to highlight would be firstly, to further invest in the Centre of Excellent initiative, secondly as geo-political situations are rapidly changing, the need to refocus on the Triple Nexus approach and bring humanitarian focus back on the agenda of Children Believe as part of its core thematic area. Finally, it would be important to also invest more into building the capacities of your local partners. Children Believe has highly dedicated and committed partners across all countries, who are seeking coaching, nurturing and support. The model and approach developed has been tested and can be replicated to other countries with some tweaks and contextualization to the country needs but as far as the principles and methodology are concerned, we see a game changer. Lives of millions of more children can be improved. You have the formula.

8. USEFUL LINKS

<https://violenceagainstchildren.un.org>

<https://justicewithchildren.org>

<https://www.girlsnotbrides.org>

[UN Guidelines on Alternative Care, 2010](#)

[Manual for the Measurement of Indicators for Children in Formal Care \(2009\)](#)

[BCN, Transitioning Models of Care Assessment Tool, 2020](#)

[Toolkit on Unaccompanied and Separated Children \(2017\)](#)

[Inter-agency Guiding Principles on Unaccompanied and Separated Children \(2004\)](#)

[Child Protection Issue Brief: UNHCR Alternative Care \(2014\)](#)

[Child Safe Programming and Safeguarding in Interim Care Centres \(2019\)](#)

[Technical Note on the Protection of Children during the COVID-19 Pandemic: Children and Alternative Care, 2020](#)

[Guidance for Alternative Care Provision During Covid-19, 2020](#)

[Guidelines for virtual monitoring of children, their families and residential care facilities during the COVID-19 pandemic, 2020](#)

[Getting Care Right for All Children: Implementing the UN Guidelines for the Alternative Care of Children](#)

<https://www.unicef.org/sites/default/files/2019-05/Guidelines-to-strengthen-social-service-for-child-protection-2019.pdf>

<https://gdpakistan.org/wp-content/uploads/2022/03/Terminology-guidelines-396922-EN-1.pdf>

https://gdpakistan.org/wp-content/uploads/2023/03/Child-Friendly-Justice-Terminology-Guideline_Child-Justice-NetworkEN.pdf

<https://gdpakistan.org/wp-content/uploads/2021/04/Child-Participation-Guidelines-on-Online-Discussions-with-Children-CRC-Asia-2021.pdf>

<https://www.unicef-irc.org/publications/pdf/childrensparticipation.pdf>

9. ANNEXURES

- **Annexure 1:** Sampling frame
<file:///Users/valeriekhan/OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/data collection/EOT eval Sampling Framework.xlsx>
- **Annexure 2:** Evaluation matrix
<file:///Users/valeriekhan/OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/inception report/Evaluation Matrix EOT Evaluation.pdf>
- **Annexure 3:** Inception Report
<file:///Users/valeriekhan/Library/CloudStorage/OneDrive-gdpak/VK Temporary/VK consulting/Children believe/deliverables/inception report/Final inception report ChildrenBelieve.doc>
- **Annexure 4:** Questionnaires for FGDs
[../OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/questionnaires/revise d tools/Tools _ Final version 2/1. Community \(Children & Community leaders\)/FGD/English FGD questionnaires _ Final.docx](file:///Users/valeriekhan/OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/questionnaires/revise d tools/Tools _ Final version 2/1. Community (Children & Community leaders)/FGD/English FGD questionnaires _ Final.docx)
[../OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/questionnaires/revise d tools/Tools _ Final version 2/2. Partners/FGDs with ALL Partners.docx](file:///Users/valeriekhan/OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/questionnaires/revise d tools/Tools _ Final version 2/2. Partners/FGDs with ALL Partners.docx)
[../OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/questionnaires/revise d tools/Tools _ Final version 2/4. Country team/Session with CB_Country Senior management Team.docx](file:///Users/valeriekhan/OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/questionnaires/revise d tools/Tools _ Final version 2/4. Country team/Session with CB_Country Senior management Team.docx)
- **Annexure 5:** Questionnaires for KIIs
[../OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/questionnaires/revise d tools/Tools _ Final version 2/2. Partners/KIIs with Partners-02 per country.docx](file:///Users/valeriekhan/OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/questionnaires/revise d tools/Tools _ Final version 2/2. Partners/KIIs with Partners-02 per country.docx)
[../OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/questionnaires/revise d tools/Tools _ Final version 2/3. GOVT officers/KIIs with GOVT officers.docx](file:///Users/valeriekhan/OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/questionnaires/revise d tools/Tools _ Final version 2/3. GOVT officers/KIIs with GOVT officers.docx)
- **Annexure 6:** Survey questionnaires
[/Users/valeriekhan/OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/questionnaires/revise d tools/Tools _ Final version 2/1. Community \(Children & Community leaders\)/Survey/1. Survey Questionnaire Age Group 0-5 ENG Version Inputs from COs.doc](file:///Users/valeriekhan/OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/questionnaires/revise d tools/Tools _ Final version 2/1. Community (Children & Community leaders)/Survey/1. Survey Questionnaire Age Group 0-5 ENG Version Inputs from COs.doc)
[/Users/valeriekhan/OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/questionnaires/revise d tools/Tools _ Final version 2/1. Community \(Children & Community leaders\)/Survey/2.Survey Questionnaire Age Group 6-14 ENG Version Inputs from CO.doc](file:///Users/valeriekhan/OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/questionnaires/revise d tools/Tools _ Final version 2/1. Community (Children & Community leaders)/Survey/2.Survey Questionnaire Age Group 6-14 ENG Version Inputs from CO.doc)
[../OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/questionnaires/revise d tools/Tools _ Final version 2/1. Community \(Children & Community leaders\)/Survey/3.Survey Questionnaire Age Group 15-18+ ENG Final.doc](file:///Users/valeriekhan/OneDrive - gdpak/VK Temporary/VK consulting/Children believe/deliverables/questionnaires/revise d tools/Tools _ Final version 2/1. Community (Children & Community leaders)/Survey/3.Survey Questionnaire Age Group 15-18+ ENG Final.doc)
- **Annexure 7:** List of participants

Serial #	Type of Respondents	Quantity & Methodology	Quantity & Gender ⁵⁴	Sub total
1	Country Office Teams	FGDs	5 from India (2 men and 3 women) 5 from Ghana (3 men and 2 women) 7 from Ethiopia (6 men and 1 woman) 6 from Burkina Faso (4 women and 2 men), 3 women from Paraguay 5 from Nicaragua (4 women, 1 man)	33 participants: (14 males, 17 females)
2	Country Implementing Partners	FGDs	Ghana 4 (3 male and 1 female) Ethiopia 7 (6 male and 1 female) India 5 (all male) Burkina Faso (8 people) Paraguay 5 (4 women, 1 man) Nicaragua 6 (6 women)	35
3	Global/Regional Directors	KIIs	5 females, 1 male	6
4	Parents of children 0-5	Survey questionnaire	Ethiopia: 53 Ghana: 84 Burkina Faso: 84 Paraguay: 84 Nicaragua: 84 India: 86	475
5	Children 6-14	Survey questionnaire	Ethiopia: 132 Ghana: 84 Burkina Faso: 92 Paraguay: 85 Nicaragua: 89 India: 85	567
6	Children 15-18	Survey questionnaire	Ethiopia: 65 Ghana: 84 Burkina Faso: 76 Paraguay: 96 Nicaragua: 79 India: 85	485
7	Government Representatives	KIIs	Nicaragua: 8 Burkina Faso: 17 India: 5 Paraguay: 6 Ghana: 6	43

⁵⁴ Gender was not always mentioned

			Ethiopia: 1	
8	Donors, local associates, and civil society organizations (CSOs)	KIIs	Nicaragua: 4 Burkina Faso: 2 India: 2 Paraguay: 2 Ghana: 2 Ethiopia: 6	18
9	Young women and mothers	FGDs ⁵⁵	60 participants	60
10	Teachers/school management committee, religious leaders, community leaders			
Total number of respondents⁵⁶		1722		

- [Annexure 8](#): Table of desk review

Serial #	Document
1	Children Believe Child Safeguarding policy
2	Children Believe Global Refresher Strategy
3	CB pathways alignment with SDGs
4	CCFC global strategic plans
5	Central America PICMA
6	Child Fund Alliance CMA Final Report
7	Ethiopia LTP manual
8	Ethiopia evaluation CAIA April 2021
9	PowerPoint Presentations Children Believe
10	FY 21-24 Global Logic Model
11	FY 23 Semi-annual report charts and tables only
12	Promise project-Final Project Result 2016-2020
13	All Children Believe Annual Reports

⁵⁵ There were less FGDs but with a bigger number of participants depending on community members' availability and overall security concerns in conflict affected areas.

⁵⁶ With a possible margin of error of 10 people out of the total number of respondents



Children Believe works globally to empower children to dream fearlessly, stand up for what they believe in — and be heard. For 60+ years, we've brought together brave young dreamers, caring supporters and partners, and unabashed idealists. Together, we're driven by a common belief: creating access to education — inside and outside of classrooms — is the most powerful tool children can use to change their world.

Children Believe is a member of ChildFund Alliance, a global network of 12 child-focused development organizations working to create opportunities for children and youth, their families and communities.

ChildFund helps nearly 23 million children and their families in more than 70 countries overcome poverty and underlying conditions that prevent children from achieving their full potential. We work to end violence against children; provide expertise in emergencies and disasters to ease the harmful impact on children and their communities; and engage children and youth to create lasting change and elevate their voices in decisions that affect their lives.

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