



Together⁴Change

VI

Outline proposal check

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VI Outline Proposal

VI.1 Consistency of the strategic choices

(*criterion 4.4.1*)

The consortium shares the desire to respond to a changing context of development cooperation. We aspire to contribute to an improved development practice in such a way that people including children become central and are empowered to drive social and economic change. We take Civic Driven Change as our umbrella philosophy. It is translated into our approach and our programmes and brings us together for exchange and joint learning. We also have a joint concern about the high level of neglect, abuse and exploitation of children that prevent children from becoming or being active citizens.

The strategic objective of the consortium's proposal is to contribute to lasting change processes towards poverty reduction, inclusion and the wellbeing of children and young people driven by people and their organisations.

VI.1.1 Vision on development cooperation

(*criterion 4.4.1a*)

Scan of a changing environment¹

We live and work in a fast changing and dynamic global society. We acknowledge that globalisation provides opportunities for countries and their citizens economically, socially, culturally and politically. However, we stress that still large groups of people throughout the world are left out and are not part of this globalising world. Despite the opportunities, the divide between those who are actively part of society and those who are excluded due to poverty and marginalisation is growing. The financial, economic and energy crisis, food insecurity, growing tensions in the world, climate change, environmental degradation, etcetera have a direct impact on low and middle income countries. In fact, poor and marginalised people are the first to experience the negative consequences of the global crises and challenges. The world today still shows a harsh reality in which 2.5 billion² people survive on less than one dollar a day. Half of them are children. This reality shows that each year close to 10 million (9.7) children under 5 die from easily preventable causes³ and large groups of children and young people have to survive without the care and protection of their parents. For example, at the end of 2003, there were an estimated 143 million orphans under the age of 18 in 93 developing countries⁴.

This reaffirms the continued importance of poverty alleviation. The scope of development cooperation needs to be broadened towards the global society and international cooperation at large. Worldwide societies, economies and politics have become highly interrelated and interdependent; it is obvious that poverty is as much related to this globalised world as any other issue. However, poor people cannot participate in the benefits of this globalising world without an active engagement and without access to quality products and services. Similarly, poverty alleviation is not solely the domain for development aid and development cooperation alone has not been and will not be the solution to poverty alleviation. Rather, poverty alleviation should be contextualised within the broader international community, involving not only the established development actors but also other civic actors. Coherence between foreign policy, economic affairs, conflict resolution, trade, etc. is crucial and requires a multi-stakeholder involvement.

¹ For a more detailed reflection on the changing environment, see appendix 29: ICS, Strategy Development 2011-2015, November 13, 2009, p. 5-7.

² Ministerie van Buitenlandse Zaken, Ontwikkelingssamenwerking, Beleidsnotitie Ontwikkelingssamenwerking 2007- 2011: Een zaak van iedereen, 2007

³ <http://www.un.org/millenniumgoals/2008highlevel/pdf/newsroom/Goal%204%20FINAL.pdf>

⁴ Unicef, Children on the brink, 2004

Poverty and marginalisation

Poverty and marginalisation are not limited to developing countries alone. Due to differences in history, context, power and culture, poverty and marginalisation have different dimensions, manifestations and impact. In whatever circumstances, poverty and marginalisation limit people to be part of society, to claim their rights, to change their own circumstances and to contribute towards social change. We define poverty as a multi-dimensional phenomenon related to access to basic social services, markets/economies, human rights, self-respect, self-development and autonomy. Poverty is the lack of power of people to acquire the necessary means, knowledge and capital for themselves. Consequently, we see poverty alleviation as a process of not only strengthening (earning) capacities, but of redistributing power and addressing injustices. So that people are active, informed and involved in control of their own lives. This requires societal change.

We believe that (poor) people aspire and have the (potential) capacities to change their circumstances in the interest of themselves and of the common wellbeing. In the end it is people who realise social change in their lives and in society at large by taking self-reliant, cooperative, bold action. Societies are continuously evolving driven by people's beliefs, interests, desires and aspirations. Meanwhile, people also require opportunities, power and self-esteem for making their own choices for change.

Changing circumstances of poverty and marginalisation is a complex and chaotic process. Poverty is a complicated tangle of political, social, historical, institutional and technological factors.⁵ Although change is often a 'messy' process, which cannot be entirely planned or controlled, it can well be influenced. Markets and the state have their limits to bring about solutions to global problems. That is why we advocate for change processes in which people are put in the centre and become owners of such processes. Every situation is unique with its own scale and context. This is because people experience situations, opportunities and problems differently and they have different interests and solutions in the way they want to improve their living conditions. Therefore, people's capacities need to be strengthened to improve their situation in their own way and according to their own social interests.

Economic power is a condition for people to be able to break their cycle of poverty. In order to diminish the divide between 'the rich and the poor', pro-poor growth and redistribution is required. Economic development in the private sector, agriculture and informal sector is crucial in realising long-lasting social change⁶. In fact, economic ability forms a key component of the factors that drive social change. But economic growth has not yet adequately addressed issues of poverty and marginalisation globally. Many countries have recorded impressive economic growth in the past decade. Nevertheless, many people have remained or become marginalised in those countries due to exclusion and unequal participation in the market system. We see that most economic growth has taken place in mainstream economies (for example urban settings, ICT, tourism, service and financial banking sector, agricultural commodities value chains) which often do not benefit poor people because they do not have access to these sectors. Therefore, for economic development to benefit poor people, it is important to invest in those sectors and geographical areas that accrue the most benefits to these people.

Long-lasting social change requires bridging the existing gap by synchronising the power of markets as drivers of economic change with a rights perspective to ensure inclusion of poor and marginalised people into market economy. That is why effective poverty reduction requires an empowering approach both socially and economically. It is this kind of approach that will make a positive influence and contribution towards altering the aforementioned structural gaps in economic growth to ensure that everyone benefits fairly and equally.

The four domains of society: state, market, civil society and community/family have, on their own, been incapable of effectively and adequately addressing issues of poverty, marginalisation and redistribution. Therefore it is time to develop concepts and strategies that go beyond and cut across the divide

⁵ Easterly, W., *The White Man's Burden*, 2006

⁶ Ministerie van Buitenlandse Zaken, Ontwikkelingssamenwerking, Beleidsnotitie "Samenwerken, Maatwerk, Meerwaarde", april 14th, 2009

between these four domains. People are positioned and act within the different domains of society simultaneously: an individual can be a parent, a government employee and a community volunteer at the same time.

Wellbeing of children and young people

There is a growing interest in children in the development discourse and practice, as is also reflected in the Millennium Development Goals. However, whereas the focus is primarily on numbers and children as a target group, there is a dire need to focus on quality development of children and to look at children as part of society.

We consider children and young people⁷ to be active citizens and civic actors of society. We believe in and build upon their natural strength and resilience and their positive contribution towards change processes in their direct and indirect environment. At the same time, we realise that poverty and marginalisation affect their personal development in a different and deeper way than when the same kind of poverty is experienced at a later age. Poverty not only affects the physical, cognitive, emotional and psychosocial well-being of boys and girls, but is also a decisive factor for their functioning as future adults. Limited access to education, health care and income can perpetuate the poverty cycle for the next generation. For example, malnourishment of a child can lead to limited physical and mental development, which in turn will most likely lead to a new generation of babies who will be born and grow up malnourished. Such levels of (under)development can lead to stunted cognitive skills and a limited use of someone's potential to contribute to society, to drive change.

At the same time, children and young people are more vulnerable than other groups in society. Serious forms of neglect, abuse, exploitation and discrimination make them invisible for the outside world. Hundreds of millions of children and young people do not receive the most essential support such as education, health care and protection. Poverty endangers the protection of children while a protective environment is a condition for children to develop physically, socially and mentally as responsible citizens.

We focus explicitly on the development and protection of children and young people because a safe and enabling environment shapes physically and mentally strong people capable of developing themselves and contributing towards societal change. They will eventually lay the foundations for a generation of capable and responsible citizens.

Children and young people do not live in isolation, but are part of social dynamics, of civic society. Relations between children, with their families and other adults, in school, with local groups and institutions play an important role in their lives. Relationships of adults, e.g. father - mother, mother-in-law - mother, father - uncle, often provide important role models. These comprehensive social dynamics determine the child's status in its social context and its survival and development opportunities. For us this complex environment is central and a focus when working towards the wellbeing of children and young people. That is why we contribute towards empowering people as civic actors to take care of the wellbeing of all children and young people in their community and to support and create opportunities for them.

Mission of the programme proposal

Our vision is that people around the world are capable and willing to ensure the wellbeing of all children and to drive their own change.

⁷ We define children as a broad group of citizens up to 18 years and older, thus including young people.

Our mission is that, in collaboration with people and their organisations, we inspire co-creation of initiatives and ventures which enable long lasting social and economic change in order to ensure the wellbeing of all children and young people.

Whereas the participating organisations in the programmes have their own specific vision and mission, they direct their efforts as part of this application towards this shared mission. We distinguish two important concepts, being Civic Driven Change and Social Business which we translate for implementation into our programmes. Civic Driven Change is our umbrella philosophy while Social Business is further explored and translated into practice by ICS. Experiences with and learning on these concepts will be shared and facilitated among the members of the consortium and other participating organisations. A short introduction is provided to both concepts⁸.

Civic Driven Change

We base our activities on the Civic Driven Change philosophy. Civic Driven Change refers to change processes that are directly initiated, led and owned by people themselves. We embrace Civic Driven Change as a renewed focus on people and on societies at large. In the real world, there is a continuous political struggle in which people organise themselves to address countless local problems. Societies are continuously influenced by such actions as well as people's beliefs, interests, desires and aspirations. We want to build upon the potential of people to act as citizens that are aware of their rights as well as responsibilities and act in the individual interest and for the common good. We trust in people's experience, capacities and knowledge and their self-willed civic action to create the society they individually imagine and collectively want.

Every complex society and community develops on the basis of power relations that are asymmetric in nature. The role of Civic Driven Change is to alter these asymmetries in a pro-poor direction. As such, Civic Driven Change is essentially a normative concept: there is civic behaviour (pro-poor, democratic) and uncivic behaviour (perpetuating asymmetrical power relations and unfair distribution of wealth). Civic Driven Change is also about strengthening civic power in relation to society at large, including state and market.

Civic Driven Change is not necessarily a new concept, but it offers a lens which connects the different debates on citizenship, private versus public, democracy and civil society in a new way. It is about re-focusing rather than reinventing. Civic Driven Change helps to unpack and focus on deep causes of poverty, marginalisation and injustice. It generates fresh insights, synergies and innovation in addressing these issues. At the same time, the current Civic Driven Change discourse has not fully acknowledged the importance of economic power of people for realising their own change processes. To overcome this gap, we decided to combine Civic Driven Change with economic empowerment, enhancing earning capacity and local resource mobilisation (see VI.3). We embrace the concept of social venturing entrepreneurship or social business as explained in the next paragraph.

Civic refers to individual or collectives of people, citizens rather than civil society and its organisations. It concerns normative behaviour of inclusion, respecting differences between people and care for the whole and natural environment. As contrary to what is considered 'uncivic'.

Driven refers to change processes powered by people in which democracy is central. It is about people's energies and force towards realising an imagined future.

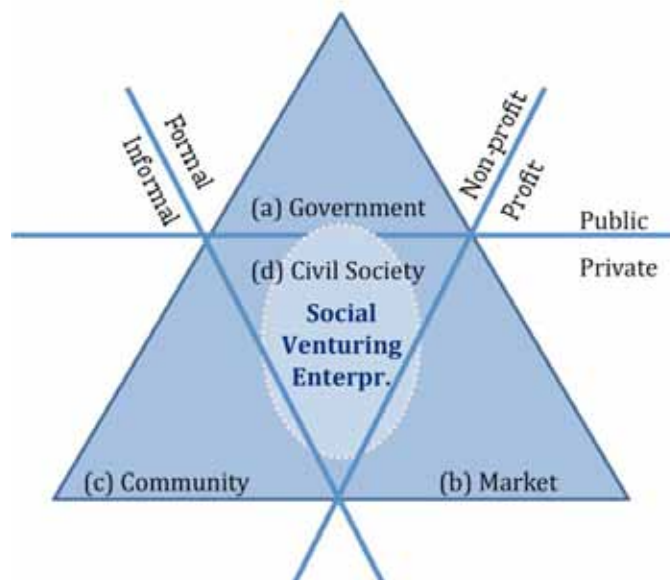
Change refers to an imagined and desired future by people. Change is normative, potentially conflicting as well as collaborative and addressing existing power relations, from power over somebody towards power with and to people. It is both a natural as well as a political change process.

⁸ For an elaborate description of how we understand both concepts, see appendix 29: ICS, Strategy Development 2011-2015, 2009, p. 11-20. More explanation of our understanding of both concepts is provided in other parts of this Outline Proposal.

Social Business

We understand social business or social (venturing) entrepreneurship in the context of poverty and marginalisation as a way to address social issues while ensuring financial/economic viability, through an entrepreneurial approach and directed at realising a long-lasting, self-sustaining solution. The primary purpose is reducing inequity by creating and achieving a sustainable social benefit for people in communities who are usually left out of economic processes but are now actively engaged. At the same time, the organisation or business providing products and services should be profitable to enhance scalability. Social business is based on the idea that reciprocity is central to all societies, as contrary to philanthropy where parties only give or receive.

Social business often provides services in markets where private businesses and the public sector have not been able to deal adequately with injustices. In other words, in those places where those looking to make money for themselves or their stakeholders (markets) and those with a public duty to provide services (government) have failed to come up with adequate answers to poverty and marginalisation. Social business finds itself at the interface between the four domains of society: market, state, civil society and community/family (see figure). It cuts across sectors and disciplines and differs from traditional patterns of thinking because it breaks through the usual structures of society and provides a framework where market, state and civil society converge.⁹ Consequently, we distinguish Social Business from Corporate Social Responsibility¹⁰.



VI.2 Policy relevance of the proposal (criterion 4.4.2)

This proposal is relevant to the policy focus of the Minister - as reflected in the *beleidsbrief ontwikkelingssamenwerking "Een zaak van iedereen"* (2007) and the *beleidsnotitie "Samenwerken, Maatwerk, Meerwaarde"* (2009) in different ways: to the strategy interventions, priority themes, the enhanced policy focus, geographical reach and country profiles. Section VI.3 provides a more elaborate explanation of the programmes, which confirms and further explains the policy relevance as described below.

⁹ Kievit, H., van Dijk, G., Spruyt, B.J., 'The silent revolution of social venturing entrepreneurs' in: *Holland Management Review* 2008, nummer 120, p. 20-25

¹⁰ Social business is quite different from Corporate Social Responsibility. The core business of a corporate social responsible company is to maximise profit and at the same time 'do no harm to or do good for people or planet'. For social entrepreneurs, the social mission is explicit and solving a social issue is central. For business entrepreneurs, wealth creation is a way of measuring value creation. For social entrepreneurs, wealth is just a means to an end (impact maximising instead of profit maximising).

VI.2.1 Strategy (criterion 4.4.2a)

“We have to become the change we want to see.”
Mahatma Gandhi

Our strategy is to invest in services and products to stimulate people’s independent civic action towards economic and social equal positions in order to address issues of poverty, marginalisation and human/child rights; by way of:

- investing in civic driven social change in an economic viable manner;
- stimulating economic activity to invest in long lasting social and economic change; and
- investing in civic driven advocacy and civic actions for child rights and child protection.

We enhance the capacities and empowerment of people, their local organisations and civic society at large while recognising and appreciating differences and diversity. We start from where they are and associate around issues of common concern. We support and organise change processes so that people and their organisations take responsibility for the wellbeing of all children and young people. Such change processes, driven by groups of (poor and marginalised) people, are a strategic aim in itself. Different civic groups (girls, boys, women, men, children, young people, farmers, elderly, teachers, disabled, etc.) are affected by marginalisation and poverty in different ways, and hence different or extra measures are required to ensure equal opportunities and inclusion for everybody.

The following core values guide our work as a consortium: equity, justice and reciprocity, enterprising attitude, collaboration, transparency and accountability (see V.2 consortium check).

Our strategy coincides with the three strategies identified in 2.1 of the Policy Framework of the Dutch Cofinancing System II and in the beleidsnotitie “*Samenwerken, Maatwerk, Meerwaarde*” in the following ways:

Promoting sustainable economic development and achieving direct poverty reduction geared to strengthening people’s ability to be self-reliant.

The proposal puts great emphasis on the importance of economic empowerment of poor people in foremost rural but also urban communities as a condition for supporting them to break the poverty cycle themselves. Economic ability and earning capacity forms a key component of the factors that drive social change. To ensure that economic development benefits poor people, we invest in those sectors that accrue the most benefit to poor people. At the same time, effective poverty reduction requires an economic and social empowering process to enhance the ability of people at the base of the pyramid to actively address poverty and marginalisation themselves and to be self-reliant. We invest in social and economic services, products and economically viable social change processes to stimulate people’s independent civic action towards economic and social equal positions. ICS translates the concept of social business into its programmes while learning and knowledge development are shared within the consortium and collaborating partners. Together with SOS Kinderdorpen, they invest in vocational education and entrepreneurship development for young people tailor-made to the opportunities within the communities.

Building civil society by strengthening pluralist, locally tailored democratic institutions and organisations with the aim of establishing a more equitable distribution of power

Central to our philosophy of Civic Driven Change is that it is people who realise social change in their own lives and in society at large. People-centred social change requires that individuals and collectives of people take control and address the problems in their communities. We support people, their organisations and local partners in strengthening civic power for acquiring a stronger position in relation to both the state and the market. Citizens have a responsibility to work together to come up with alternatives themselves, without relieving the state of its responsibilities. We connect and build upon existing initiatives, energies and structures - whether formal or informal, visible or less visible, small or big - initiated, led and owned by people. With that we aim to alter the asymmetric power

relations within society in a pro-poor direction and to strengthen the position of poor and marginalised people in social, financial, economic and political terms. This involves normative behaviour of inclusion, respecting differences between people and concern for the common good based on the principles of social justice and democracy.

Influencing policy by giving ordinary people a voice to bring about change in processes and structures that perpetuate poverty and inequality

We build upon the capacities of people and their organisations to strengthen their claim-making power and to stimulate citizens' including children's independent action towards realising their rights for themselves and their children. We support civic voices and actions towards influencing processes of change and structures that maintain or exacerbate poverty and inequality, calling governments to account and/or influencing policies at local, national and international level. We support, organise and strengthen lobby and advocacy in particular for realising child rights and child protection, based on experience from practice, (action) research and documentation. Our focus on child protection stems from the analysis that much more has to be done, amongst others by national government, to put child protection (higher) on the political agenda of their countries .

The three strategies as described above are mutually reinforcing. Within this proposal, each programme has a different focus with respect to strategy, as explained in VI.3 and Appendixes 30-32.

As stated in VI.1.1, change cannot be entirely controlled but can be influenced. That is why we understand development as an open-ended change process. It is a democratic process in which people/citizens take the lead. Hence, it is not a linear development process; rather we are navigating through the complexity of reality. The outcome of such processes is hard, if not impossible to predict. Every situation is unique with its own issues, scale, power relations, culture and risks. That is why a tailor-made approach, adapted to the context is an integral part of our strategy throughout the programme cycle, including a context, power and risk analysis.

Our starting point is that change should be initiated by people. But we can contribute by initiating and organising an environment conducive for people to organise themselves. In case rights are absent or denied, establishing citizenship and equal social, economic and political power relations for poor and marginalised people is the real issue to be addressed. Consequently, we put focus on processes of change rather than only on projects while we emphasise social, economic and political empowerment, self-organisation and education. We organise, facilitate and follow processes of civic actors who initiate and decide on the change agenda. In this process, we consider ourselves to be facilitators, searchers and co-creators, as contrary to planners, directors or controllers. The consortium puts explicit emphasis on the importance of collaboration as a core value with diverse groups of local, national and international actors whether Community Based Organisations, NGOs, micro-credit institutions, social entrepreneurs, corporate sector or knowledge institutes.

As we focus on change processes, we do not know up front which themes will be addressed eventually as such selection will be made in a collaborative process between communities, their organisations, partners, other stakeholders and ourselves and defined by the specific context. Meanwhile, we anticipate that themes include sustainable economic development, education (including basic and vocational education), (sexual & reproductive) health care, water & sanitation, HIV/Aids, democratisation and human rights, with specific emphasis on child rights and child protection. These coincide with the priority themes within the Dutch development policy as reflected in section 2.1 of the Grant Policy Framework. Priority is given to sustainable economic development, education, child protection, skilful parenting and democratisation (see further VI.3). The table below gives an overview of the characteristics of our strategy.

¹¹ African Child Policy Forum, *Child Poverty: African and International Perspectives*, 2009 (www.africanchildforum.org)

<i>Characteristics of our strategy</i>	<i>As opposite to</i>
Citizen-led	Expert-led
Change	Aid and development
People	Institutions
Reciprocity	Giving away
Searchers	Planners
Innovation	Business as usual
Social entrepreneurship	Charity
Civic rights holders	('helpless') Beneficiaries
Economic power	Dependency
Demand driven	Supply driven
Process	Project
Collaboration	Aid and partnerships
Navigating complexity	Linear concept of development
Co-creation	Participation
Holistic	Thematic
From local to global	From global to local
Organising (horizontal)	Mobilising (top-down)
Communication	Information

VI.2.2 Enhanced policy focus (*criterion 4.4.2b*)

The proposal ties in with the Minister's enhanced policy focus on economic growth and equity with a view to bridging the gap between rich and poor. We consider economic growth directed at people living in poor and marginalised circumstances as a catalyst for lasting poverty reduction and an important driver of social change. This includes pro-poor growth in agriculture, the private sector and the informal sector in collaboration with social enterprises and the corporate sector. Meanwhile, redistribution can only be realised when poor people have access to quality products and services both economically and socially. That is why in our proposal economic development is as important as and inseparable from social development. Particularly programme A: investment for social and economic change provides concrete initiatives in this area (see VI.3). Technical and Vocational Education and Training gets a specific focus as an important tool for enhancing earning capacity. Not only in the sense of enabling them to acquire practical skills for income generation, but also as a measure for empowering them to take charge of their economic development and use the resources wisely. This is an especially valuable tool to approach young people in a positive way and unleash their (economic) potential. In addition, programme C: Action for Children focuses on enhancing capacities of community and national organisations to mobilise local resources (funds) for social change.

Secondly, the emphasis of the proposal on child rights and child protection is inextricably linked to equal rights, equity and opportunities for women and girls (MDG 3 and enhanced policy focus two). Girls and women are affected by poverty and marginalisation in different ways. The aspect of gender equity and inclusion is addressed throughout the proposal, for example by specific income generating activities for women and safe job opportunities for young females. This is also particularly reflected in the issue of child protection. Specific measures are required to ensure that (young) girls can develop as responsible citizens and empowered mothers. Skilful parenting is important to tackle power dynamics within the household and strengthen families to take up their care responsibility adequately in their communities. Essential with empowerment is a focus on sexual and reproductive health and rights, in which families are planned by negotiation and based upon the potential and opportunities within the family.

Through the component of economic empowerment and social business, programme A also touches upon the enhanced policy focus of the environment, energy and sustainability. On the one hand the proposal takes environmental sustainability as an integral value of its approach. On the other hand, specific economic activities are initiated in the areas of the environment and alternative energies (e.g. bio fuel) to realise social, economic and environmental benefits. A concrete example is the pilot project in West Kenya, Suba district which combines reforestation, charcoal production, market creation and bio fuel production into one initiative (see Appendix 30). While ICS focuses on social elements, Stichting het Groene Woudt (SGHW) invests in the commercial aspects of the initiative.

VI.2.3 Geographical reach (criterion 4.4.2c)

The programmes contain a total of 14 countries. The largest efforts of our proposal focus on Africa (77% of the total requested subsidy) and are divided amongst the three continents as following:

- Africa (9): Benin, Ethiopia, Ghana, Kenya, Nigeria, Tanzania, Togo, Uganda and South Africa
- Asia (4): Cambodia, India, Lao and Thailand
- Latin America (1): Brazil

The selection of countries is based on the experiences, previous context analysis and partner relations of the consortium in those countries, most being low and some being middle income countries. In the selected countries the wellbeing and rights of children and young people are seriously endangered¹². The choice of these countries is strategic since the Civic Driven Change approach requires some form of stability while choosing countries with comparable profiles also allows us to compare and exchange approaches and learning experiences in different countries. The consortium members have coordinated the selection of countries with the ambition to look for synergy amongst the countries where the different members are working. Concentration in the selected geographical regions - 4 neighbouring countries in East Africa, 4 neighbouring countries in West Africa, 3 neighbouring countries in South East Asia – facilitates coordination, South-South exchange and learning within and amongst the programmes more efficiently.

Programme	Partner country and grant request		Non-partnercountry (LDC) & grant requested		Non-partnercountry (Non-LDC) & grant requested				
	2011 (x € 1,000)	2015 (x € 1,000)	2011 (x € 1,000)	2015 (x € 1,000)	2011 (x € 1,000)	2015 (x € 1,000)			
A. Investment for Social & Economic Change <i>Timeframe:</i> 2011-2015	Benin	649	596	Cambodia	463	656	Nigeria	720	717
	Ghana	679	625	Lao	384	577	Thailand	409	640
	Kenya	2,465	2,908	Togo	582	593			
	Tanzania	1,407	2,525						
	Uganda	579	1,001						
B. Child Protection <i>Timeframe:</i> 2011-2015	Ethiopia	348	350				India	232	233
	Kenya	458	825				Thailand	465	424
	Tanzania	328	435						
	Uganda	367	492						
C. Action for Children <i>Timeframe:</i> 2011-2015	Ghana	46	398				Brasil	393	326
	Kenya	324	383				India	455	251
	South Africa	373	362						
Total requested grant	8,255 (67%)	11,133 (71%)			1,429 (11,%)	1,826 (12%)		2,674 (22%)	2,591 (17%)

Two collaborating partner organisations implement certain programme parts which we consider global programmes. One is the African Child Policy Forum (ACPF), part of programme B. The ACPF is a Pan-African lobby and advocacy organisation for child rights and child protection, located in Ethiopia. However, their lobby and advocacy activities are directed at Pan-African level. The other global programme part is Aflatoun, as part of programme A. Aflatoun is an international network organisation focusing on advocating for child social and financial education, child-friendly banking and child insurances. Aflatoun will use the subsidy funds to support the network organisation in developing and strengthening the (quality of the) respective products, implemented by local organisations with their own funds. In those cases where activities of both collaborating partner organisations can be directed towards a specific country, this is included and reflected in the above table. For example, ICS and SOS Kinderdorp implement child social and financial projects in certain programme areas, which are included in the specific country budgets.

¹² See: www.savethechildren.org.uk/childindex (report Child Development Index 2008)

VI.2.4 Country profiles (criterion 4.4.2d)

Programme A: Investment for social and economic change primarily focuses on countries for accelerated achievement of the Millennium Development Goals (MDGs). Main efforts focus on sustainable economic development and direct poverty reduction (economic empowerment, education, protection). Although there are considerable differences between the countries in terms of governance, political and economic situation, culture and population, they share certain stability and are roughly comparable in terms of progress towards achieving the MDGs and the fact that poverty remains persistent and widespread. This places them firmly in the Profile I countries. Extra efforts are required to support these countries in achieving the MDGs, particularly for poverty reduction. The programme operates in ten countries of which five are LDCs and partner countries of the Ministry (Benin, Ghana, Kenya, Tanzania, Uganda) and three other countries are also Least Developed Countries (Cambodia, Lao and Togo).

Programme B: Child protection focuses on strengthening child protection mechanisms in countries which still lag behind in the area of human rights, in particular child rights and protection. Strategies focus on civil society building and influencing policies. The programme operates in a total of seven countries of which five are partner countries of the Ministry. It concerns four LDC countries for accelerating achievement of the MDGs (profile I: Ethiopia, Kenya, Tanzania, Uganda) and one partner country with which the Netherlands has a broad-based relationship (South Africa) under profile III.

Programme C: Action for Children concentrates on local fundraising for local civic actions for child rights and protection. It focuses on civil society building. Specific criteria apply for the selection of countries as a condition for the success of the programme. These include: large differences amongst the rich and poor within countries, existence of a high and middle income class who are willing to support citizens at the bottom of the pyramid, existence of voluntarism with experience in a certain level of local fundraising, population size and appropriate banking systems. Based on these criteria, five countries are selected for implementing the programme. Three are partner countries of the Ministry of which two fit profile I (Kenya, Ghana) while one falls within profile III (South-Africa).

In conclusion, of the total number of 14 countries which our proposal covers, half are partner countries of the Ministry.

VI.3 Substance of the proposal (criterion 4.4.3)

The strategic objective of the proposal is translated into three programmes:

- A. **Investment for Social and Economic Change:** this is the largest programme and includes a holistic and integrated programme at community level to contribute towards addressing root causes of poverty and marginalisation. We distinguish two elements: a) Civic Driven Change for Child Wellbeing and b) Social Business.
- B. **Child Protection:** focuses on strengthening child protection mechanisms for addressing abuse, neglect and exploitation of children, and ensuring that children can grow up in a safe and supportive family environment.
- C. **Action for Children:** initiates and strengthens local fundraising for local civic initiatives towards child wellbeing and citizenship in low and middle income countries.

All programmes build upon experiences with and lessons learnt from the programmes which have been implemented through the Change for Children collaboration, being Civic Driven Child Development, Child Protection and Jonge Ganzen+ (Action for Children) and previous programmes from the new consortium members. While the three programmes have a different scale, focus and methodologies they are closely interlinked and strengthen one another as described in VI.3.4.4.

VI.3.1 Problem analysis

Our analysis and vision on poverty and marginalisation in VI.1 reaffirms the continued importance of poverty alleviation. However, we acknowledge that business as usual does not suffice. There is a need for innovation and renewal acknowledging that poverty is not solely the domain of the development sector and poverty alleviation should be contextualised in the broader international community consisting of a variety of actors. Against this background of a changing international political and development scenario during the last decades¹³, the diverse organisations joining hands in the proposal have the ambition to maximise their contribution to poverty reduction. We aspire to contribute to an improved development practice and innovation within the development sector. People including children need to become central in and to be empowered to drive social and economic change.

In addition to our analysis in VI.1, we acknowledge that many NGOs in Africa, Asia and South America have become strong and capacitated organisations. But we have to realise that not all marginalised and impoverished people and their organisations are represented by NGOs. NGOs too have institutionalised vested interests which do not necessarily coincide with the real needs and priorities of communities and their organisations. Meanwhile, the variety of organisations has increased and different groups with different interests have organised themselves in local civic organisations. Consequently, in addition to supporting NGOs we focus on people, their different organisations, their interests and civic actions.

While poverty remains one of the world's core problems, we see many possibilities and opportunities for pro-poor and self-reliant social and economic change. People and societies develop themselves, with or without the help of outsiders¹⁴. In addition to this potential plus the resilience and desire of people including children to change their own circumstances, we see an opportunity in the growing group of middle class, rich top class and companies in low and especially middle income countries. Supporting and caring for one another is of all cultures and societies and of all times. Many studies into the 'culture of giving' show that giving (financial) support to others in their direct or indirect environment is part of daily life in different countries all over the world from Brazil to India to South Africa. Many initiatives for local resource mobilisation of (development) organisations are directed at fundraising for their own projects with local and international donors. Meanwhile, few efforts are directed at supporting and organising local initiatives to tap into new and latent local gifts and givers. There is a need for local fundraising for civic actions and citizenship, inviting the growing group of middle class, rich top class and companies in low and middle income countries to become involved. It is necessary to build upon local civic actions where people take responsibility for caring for the common good. Without active (global) citizenship, whether directed at the own local community or international community, it is not possible to solve the global problems we are facing. Different initiatives that are already taking place need to be connected and linked, whether South-South, South-North or North-North, based on the principles of equity, justice and reciprocity.

Special emphasis is required on children and young people as civic actors and (potential) drivers of change. Especially important is a safe and enabling environment that shapes physically and mentally strong people capable of developing themselves and contributing towards societal change. They will eventually lay the foundations for a generation of capable and responsible citizens. Civic Driven Change is about laying foundations for children and young people to be active and responsible citizens, both as young people and as adults. We combine this approach with economic empowerment and social business in order to create a better world for all children. It is important to appreciate and build upon children's natural strength and resilience, but due to their special vulnerability, children also need special protection.

¹³ For a more elaborate scan of this changing environment, see appendix 29: ICS, Strategy development 2011-2015, p 5-7.

¹⁴ Eade, 2000: 13 based on the Capacity and Vulnerabilities Analysis (CVA) which emerged in the late 1980s.

Many families in poverty-stricken communities are faced with major challenges of providing the right safety net and protection for their children. The daily stress of life weakens the protective and enhances the risk factors for children to be faced with neglect, abuse, harmful traditional practices, ill-informed behaviour, disintegration of the family and losing the care of their family or lack of respect for their rights and opinions. A study by Unicef¹⁵ shows that the risk of maltreatment for children is worse for children in poorer countries. Also, the action learning case study in Cambodia by ICS and Context¹⁶ shows that poverty increases stress levels in the family and is more likely to lead to excessive drinking and violent behaviour. Consequently, poverty endangers the protection of children and hence needs to be addressed. At the same time a protective environment is a condition for children to develop physically, socially and mentally as responsible citizens.

Changing circumstances of poverty and marginalisation is a complex process. There are many inter-related and interdependent issues that perpetuate and exacerbate the poverty cycle and the divide between the rich and the poor. The same applies to improving the access to social services and economic opportunities for people living in poverty and marginalisation. For example, good health is a condition for children and young people to be able to attend school and participate in society. At the same time, parents and caretakers need a certain level of income to pay for the education of their children, also in countries where education is 'free'. Lack of income can lead to child labour and exploitation. In addition, the HIV/Aids pandemic is an example of how one issue can impact on all aspects of society¹⁷. The core causes of poverty and marginalisation can only be addressed in a lasting manner by taking a holistic approach which considers all these interrelated issues.

Every situation is unique with its own issues, scale, power relations, risks and context. Therefore, it is important to set a tailor-made approach defined by the local context throughout the planning, monitoring and evaluation cycle; and to identify initiatives and social movements driven by people within countries and communities that are already happening. It is our task to build upon such initiatives and link our work into such societal change movements. Context analyses in each programme country are planned in 2010, building on existing research and analysis, and where possible in cooperation with other organisations/alliances. These analyses, together with the continuous learning in current programmes, will provide crucial understanding, information and data on stakeholders, capacity gaps, power relations, risks, etc. (see section IV.6). Similarly, context analysis provides input for a justifying planning and implementation throughout the project cycle (see Appendix 24: PM&E policy)

VI.3.2 Overall objectives

Based on our shared vision, mission and strategy, we formulated our strategic objective of the proposal as: contributing to lasting change processes towards poverty reduction, inclusion and the wellbeing of children and young people driven by people and their organisations. Specific objectives of the proposal include:

- To increase the social and economic empowerment of (young) people, families and communities as civic actors to advocate for and claim their rights and take responsibility for their lives;
- To enhance capacities of people, their organisations and civic society at large to drive their own pro-poor change processes towards inclusion, respecting differences between people and caring for the whole;
- To contribute to a caring and enabling environment where children can grow up to their full potential and become responsible citizens ;
- To contribute to long lasting pro-poor social and economic change driven by people and their organisations in our programme areas (programme A);

¹⁵ Unicef, A league table of maltreatment deaths in rich nations, Innocenti Report Card No. 5, September 2003.

¹⁶ Context, international cooperation, Joint Learning Workshop on Civic Driven Change and Civic Driven Child Development, Workshop report, September 2009: www.changeforchildren.nl/publications

¹⁷ For a more elaborate problem analysis per theme and linkage with (child) poverty, see: www.changeforchildren.nl/publicaties/Businessplan 2007-2010, deel III Programme, p. 7-11.

- To strengthen child protection mechanisms and enhance capabilities in all our programme areas to support children, families, communities and governments in taking responsibility for providing adequate care and protection for all children in their community (programme B);
- To enhance and facilitate citizenship and local fundraising capacity of local groups for social change, child wellbeing and protection (programme C).

Intended results of the overall Programme Together 4 Change:	
Programme component	Indicators of intended results
Centre for Civic Driven Change, Social Business and Social Accounting	By 2015, practitioners of the four consortium members and 80 % of their partner organisations are applying the 'Civic Driven Change approach' during the implementation of programmes.
Social Change	By 2015, an increase of 100 civic initiatives for child rights and improved child wellbeing for all children and young people in each programme area.
Mainstreaming Child Protection	All partners in the Child Protection Programme have develop and are applying a organization child protection policy by 2013

VI.3.3 Partners and relations (*criterion 4.4.3cd*)

The consortium has agreed and developed a joint partner policy (Appendix 34) which explains how we aim at promoting ownership and a partnership as equals. The fundamentals of the policy are based on Civic Driven Change as the central philosophy and the core values of the consortium: people and their organisations are put central, reciprocity, enterprising, transparency and accountability. It includes principles for partnering, selection and assessment criteria for Southern partners, partner influence, monitoring, conflict resolution, sanctions and partner sustainability and exit strategy. The policy is an integral part of the proposal and applies to all programmes. It is in line with the partnership policy of ICS as described in IV.4. and is explained in V.

We work together with a wide range of partner organisations with diverse expertise and experiences, including: community based organisations, Southern and Dutch NGOs, women's groups, children's clubs, international (network) organisations, social enterprises and knowledge institutes. In the outline proposal per programme (Appendix 30-32) a full list of partners involved is included. See also below in VI.3.4. Southern partners of the consortium members in turn work together with an array of national, local and community organisations and actors. These include school committees, community development committees, micro-credit institutes, local authorities, enterprises, children's clubs, etc. Because of the diverse organisations we work with, we identify different types of partners (Appendix 34).

While the expertise of the consortium partners is rooted in civic driven social change processes at family and community level, the emphasis of economic empowerment and social business requires collaboration with new or 'unusual' actors such as social entrepreneurs and companies that operate at the interface between civil society and commerce. Consequently, relations and partnerships are sought pro-actively with for example banks, micro-credit institutes and private sector whether for social investment, expertise development and/or collaboration. We expect that this will not only provide opportunities for programme development, but also for fundraising and investment.

VI.3.4 Programme outline

To realise our strategic and specific objectives, we have developed three programmes which build upon earlier experiences and lessons learnt of the consortium members.

VI.3.4.1 Programme A: Investment for Social and Economic Change¹⁸

The consortium members SOS Kinderdorpen and ICS collaborate in programme A: Investment for Social and Economic Change. SOS Kinderdorpen strengthens and builds upon its Family Strengthening programmes at community level which have been implemented and further developed over the last two decades and were subject to an external global evaluation in 2008¹⁹. Based on their experiences and lessons learnt of the last decade, SOS Kinderdorpen will strengthen their programme approach by learning from and applying the Civic Driven Change philosophy in its work. Other aspects of the Consortium programme to be integrated in the SOS Family Strengthening Programmes include: evidence-based advocacy (link to programme B) as well as increased ability of community partners to fundraise for local civic actions (link to programme C). ICS builds upon the experiences and lessons learnt based on the Civic Driven Child Development programme, which was evaluated in 2009²⁰ (see IV.5 + Appendix 21: track record CRiSIP) and two Social Business pilots during 2007-2010 (see Appendix 30: outline proposal).

The overall objective of this programme is to contribute to lasting pro-poor social and economic change driven by people and their organisations in the programme areas where we work. Specific objectives are:

- To enhance the capacities of people and their organisations to effect their own pro-poor change towards inclusion, respecting differences between people and caring for society as a whole;
- To increase the social and economic empowerment of (young) people, families and communities as civic actors to advocate for and claim their rights;
- To increase economic activity in a lasting manner through investment in products and services that accrue the most benefits to poor and marginalised people;
- To increase access to and quality of social services for poor and marginalised people;
- To contribute towards a caring and enabling environment for children where they can grow up to their full potential and become responsible citizens.

The programme has a geographical focus on (groups of) communities. The programme area is a geographical setting which encompasses a number of neighbouring communities and/or villages. Whereas ICS focuses on rural areas, SOS Kinderdorpen operates both in rural and urban settings. In principle, we implement the full package of integrated activities as described above in every programme area in order to realise efficiency, long lasting results and impact. The programme will be implemented in a total of 10 countries in both Africa (7) and South East Asia (3) and hence has a geographical focus on Africa²¹.

Overview of programme areas in Programme A: Investment for Social and Economic Change			
Country	Areas	Communities reached per year	Organisations and Partners*
Kenya	Busia, Teso, Suba, Nairobi, Kisumu, and three unidentified programme areas	78	ICS, ADT, ARDAP, REEP, GFIST, GFSIC, Osienala, SHGW, SOS Children's Village Kenya
Tanzania	Masaai plains nearby Urusha and three more yet unidentified programme areas	54	ICS, DOSI, SHGW, IOPA, SOS Children's village Tanzania
Uganda	Eastern Uganda, and a yet to be identified programme area	14	ICS (and yet to be selected partner organisations)
Nigeria	Ibadan, Ejigbo, Jos, Kaduna	40	SOS Children's Villages Nigeria
Ghana	Asiakwa, Kumasi, Tema, Tamale, Accra.	50	SOS Children's Villages Ghana
Togo	Dapaong, Kara, Lomé	30	Villages d'enfants SOS Togo
Benin	Abomey-Calavi, Dassa-Zoumé, Natitingou, Parakou	40	Villages d'enfants SOS Benin
Cambodia	Beng district and an area that is yet to be identified	40	ICS (and yet to be selected partner organisations)
Thailand	Sri Saket	55	ICS, Aflatoun
Laos	Champasak, Saravan	20	ICS
Total		421	

* During the programme, the list of partners is likely to be extended.

¹⁸ For a concept proposal of programme A, see appendix 30.

¹⁹ SOS Kinderdorpen, External FSP evaluation: continental summary report Africa and the Middle East, March 2008

²⁰ ETC Crystal, Mid-term evaluation of Crisp - International Child Support, August 2009

²¹ See appendix 30, section 4: geographical reach

A core principle of the programme is a process of co-creation with different civic actors, both duty bearers and rights holders at community level. It needs to be ensured that children play their rightful role. It is this process that defines roles, responsibilities, planning, programming, M&E, etc. This includes a civic driven process - as opposed to a more donor driven process – resulting in civic action for social change. Consequently, this process is a result of the programme in itself and includes transfer of power from the (international) development organisations to the people.

As a result of this collaborative, co-creative process different family and community plans are developed by the stakeholders identifying capacity gaps, roles of the different stakeholders and specific themes and activities to be implemented directed at social change. Issues can include: (vocational) education, health (including water & sanitation), HIV/AIDS, protection, skilful parenting and economic activities²². Hence, the programme focuses equally on sustainable economic development and direct poverty reduction as well as civil society building.

We distinguish two programme elements: (a) Civic Driven Change for Child Wellbeing and (b) Social Business. This distinction is made because Civic Driven Change for Child Wellbeing will be implemented fully by the consortium partners SOS Kinderdorpen and ICS as of 2011 whereas Social Business will be further explored, developed and implemented by ICS up to 2015. ICS aims at matching both concepts in their programme areas because of its interdependence and interrelatedness at the end of 2015. At the same time Social Business combined with Civic Driven Change will be championed by SOS Kinderdorpen and shared with consortium members. For a more elaborate description of the two elements, see Appendix 30 for the concept programme proposal.

Throughout the programme, whether as part of a) Civic Driven Change for Child Wellbeing or b) Social Business, special attention is given to the following focus areas:

- *Centre for Civic Driven Change, Social Business and Social Accounting*
- *Social Change*
- *Economic Empowerment and Social Ventures*
- *Technical and Vocational Education and Training*
- *Sexual and Reproductive Rights and Health*
- *Child Social & Financial Education and Child Friendly Banking*

In addition to the consortium partners, a wide range of international, national and local organisations with different expertise, experiences, backgrounds and perspectives collaborate in different ways in the programme. For a full list of programme partners, please refer to Appendix 30. In addition to local implementing partners, strategic partners include social enterprises (Context and Stichting het Groene Woudt), an international network organisation (Aflatoun), the international SOS Children’s Villages network and NGOs (HIV[e]ducation and PATH).

Intended results of Programme A. Investment for Social and Economic Change:	
Programme component	Indicators of intended results
Social Change	An increase of 100 civic initiatives for social change in each programme area.
Economic empowerment & social ventures	80 % of the households in 8 programme areas have a sustainable source of income that enables them to meet their daily expenditures and have access to social services (education and healthcare).
Technical and Vocational Education and Training	70 % of young people who have participated in the programme and as a result take part in the labour market and have an income that at least meets their daily basic expenditure
Child social and financial education, child banking and child insurances:	500,000 children have saved money in child-friendly and secure financial institutions in LDC countries.
Sexual and Reproductive Rights & Health of girls	50 % of young people in ICS programme areas in Thailand, Laos and Cambodia have access to Youth Friendly Sexual & Reproductive health services.

²²See the policy themes of the Ministry as reflected in section 2.1 of the Grant Policy Framework and section VI.2.1 of the Consortium’s application.

VI.3.4.2 Programme B: Child Protection²³

The Child Protection programme relates to our shared concern about the high level of neglect, abuse and exploitation of children that prevent children from becoming or being active citizens. While child protection is a mainstream issue throughout all programmes and for all consortium members, in this programme we take joint action to invest in civic driven advocacy and initiatives for child rights and child protection. In particular Wereldkinderen and ICS collaborate in this programme together with key partner African Child Policy Forum (ACPF). Wereldkinderen will build upon their experiences from the 'Capacity building for the benefit of Aids orphans' programme. The strategy of Wereldkinderen is unique in relation to their emphasis on prevention of the need for adoption and the constant (re) search and lobby for ensuring ethics in intercountry adoption. The lessons learnt are combined in our strategy and programmes with the aim to stop unnecessary adoption while strengthening local child care support systems.

The overall objective of this programme is to strengthen child protection mechanisms and enhance capabilities in all our programme areas to support children, families, communities and governments take responsibility for providing adequate care and protection to all children in their community. Specific objectives are:

- To enhance the capacities, skills and knowledge of families and communities to take care for their children and protect them from abuse, neglect and exploitation;
- To support civic actions at community level for protection of children from abuse, neglect and exploitation;
- To enhance the capacity and willingness of institutions at community, district and national level to provide effective protection services;
- To stimulate improvements in national laws and policies to adequately address child protection issues and to facilitate and support implementation at local level.

While child protection policies and laws by national governments usually exist, they are often not implemented or applied²⁴. Currently, existing structures and systems are inaccessible, ineffective and/or underutilized. Action is required at local, national, regional and international levels to ensure implementation of a protective legal and social framework for children and young people.

Whereas many international child rights organisations direct their support at children, we focus on families as the key to the physical, social and mental development of their children. They have the first responsibility and are in the best position to provide adequate care for and protection of their children. We realise that the institution of 'family' has changed considerably in response to social and economic pressures (like HIV/AIDS) and that many different family constructions have emerged, including child-headed households. Hence, we define 'family' broadly including direct family, extended, kinship, foster families or 'neighbour' care.

The programme and partners support the strengthening of child protection mechanisms at local, national and regional level in order to create a safe environment where children are protected from abuse, neglect, exploitation and unnecessary separation from the family. We seek and support civic initiatives in the communities towards child care and protection mechanisms, linked to existing social services. Children's vulnerability is minimized, risk factors are addressed and the resilience of children and their families is strengthened. The strategies and best practices of the programme contribute to capacity of communities to make well-informed decisions on child protection issues. As such, the programme provides important input into programme A and C while programme A and C will yield practice-based input for this programme. In conclusion, the programme focuses on the strategies of civil society building and influencing policies.

²³ For a concept proposal of programme B, see appendix 31

²⁴ African Child Policy Forum, The African Report on Child Wellbeing, 2008.

On lobby, advocacy and research we have a strong partner in the African Child Policy Forum (ACPF). ACPF is a pan-African lead agency for child rights policy and research. Its mission is to help put Africa's children on the public agenda and to assist in developing effective policies across Africa for child well-being and child protection. It is an independent African organisation challenging African governments in a positive and engaging manner to address the situation of African children by learning from many good examples that Africa itself has to offer. Their expertise and standing has been proven in many ways²⁵.

The organisations participating in the programme advocate the importance of approaching children and young people as civic actors and giving them a voice, which is an important link with programme A. This is directed at family, school, and civic society to national government. The programme supports development of effective and meaningful child participation methods and child-friendly information through different media. ACPF works with specific children's polls with the objective to contribute to the formulation and implementation of policies that reflect the views and concerns of children in all countries in Africa. Finally, we facilitate and support partners in the inclusion of child protection policies and children as civic actors within their organisational policies.

Within each category, focus areas are:

- a) *Family Strengthening: skilful parenting*
- b) *Civic Actions for Child Protection: access to community child protection systems, to legal justice and protection, to social protection, to quality alternative forms of care and safe migration*
- c) *Lobby and Advocacy: child poverty and international adoption*

Activities range from: strengthening frameworks that support families to care for their children and protect them from abandonment, neglect or abuse; to civic actions at community level for child protection; and to lobby and advocacy at national and pan-African level on protective policies and services. Activities take place predominantly in Africa (and two countries in Asia).

In addition, a number of diverse local partner organisations collaborate in the programme with considerable experiences in working with large groups of marginalised families and children specifically in rural areas that are strongly affected by HIV/AIDS. They have a wide range of expertise in different child protection areas. In addition, we have agreed with Plan and their consortium partners to proactively collaborate and link efforts in the area of violence against girls.

Intended results of Programme B. Child Protection:	
Programme component	Indicators of intended results
Civic driven lobby and advocacy	<ul style="list-style-type: none"> • By 2015, 70 % of the lobby and advocacy actions of the consortium partners include evidence based data with input from concerned children and their families. • Increased attention for child protection issues in the local, national and international media, at policy level and public events.
Family education and support	<ul style="list-style-type: none"> • By 2015, skilful parenting services are functional in 50 % of the communities within the consortium programme areas; • By 2015, local and national government in Kenya, Tanzania and Uganda have developed policy on parent support (social welfare and protection) programmes
Access to community child protection systems	<ul style="list-style-type: none"> • By 2015, functional child protection systems that prevent and respond to child protection concerns are organised in 50 % of the communities in the programme areas of the partners in the Child Protection Programme, 30 % of children and their families have knowledge on how to access these community child protection systems.

²⁵See IV.5 + appendix 23: Track record ACPF

²⁶ These children's polls will be feeding into programmes A and B foremost, and our programmes will provide evidence-based input for these polls.

Access to legal justice and protection	<ul style="list-style-type: none"> By the end of 2015, 30 % of children and their families in communities in programme areas have access to child friendly legal and psychosocial education, advice and services to seek redress for cases of child abuse and neglect and juvenile justice.
Access to social protection	<ul style="list-style-type: none"> By the end of 2015, 30% of children and their families in the programme areas of the Child Protection Partners have access to programmes and interventions that offer relief from social and economic deprivation and exclusion.
Safe migration	<ul style="list-style-type: none"> By 2015, 80 % of the young people in the communities in the ICS programme areas make well-informed decisions on migration.
Civic action against trafficking and sexual exploitation	<ul style="list-style-type: none"> By 2015, 30% of children, young people and families in the communities in ICS programme areas have adequate knowledge, skills and make well-informed decisions on preventing themselves and others from trafficking and sexual exploitation.
Access to quality alternative care for children without adequate parental care	<ul style="list-style-type: none"> By 2015, 50 % of children and families in communities of the partners in the Child Protection Programme make well-informed decisions on alternative forms of care. By 2015, all alternative forms of care projects supported by the consortium are applying the 'UN guidelines on quality standards of alternative forms of care'.

VI.3.4.3 Programme C: Action for Children²⁷

This programme is based on the assumption that middle income and rich upper class individuals as well as companies in low and middle income countries organise and set up civic actions to support their fellow citizens who live in poverty and marginalisation. We understand this as citizenship to drive social change towards inclusion, bridging the gap between rich and poor within these countries, and making a country less dependent on external aid. This programme is led by consortium member Wilde Ganzen. The programme will build upon Wilde Ganzen's vast experience in supporting such global citizenship in the Netherlands, and the experiences from the programme piloted under the Change for Children collaboration which supported local fundraising for civic actions in low and middle income countries.

The overall objective of this programme is to enhance and facilitate citizenship and local fundraising capacity of local groups for social change, child wellbeing and protection in five low and middle income countries. Specific objectives include:

- To enhance capacity of civic groups to fundraise for local civic actions
- To facilitate and support local initiatives for enhanced citizenship
- To enhance the capacity of local groups to initiate and implement local civic actions
- To enhance capacity of the national partner to implement and manage local fundraising for local initiatives
- To raise awareness and knowledge on child rights and Millennium Development Goals (MDGs)

This programme has been introduced in Brazil (since 2007), India and South Africa (since 2008) as part of the Change for Children collaboration (Jonge Ganzen+)²⁸. The partners in these countries are still working towards (financial) independence. The current programme continues in these countries, and expands to two new countries: Ghana and Kenya. Synergy is sought with programmes A and B in all countries but Brazil.

The programme includes the following combined strategies/focus areas:

- *Local and national fundraising activities*
- *Capacity enhancement, also by the three national partners in Brazil (CESE), India (Smile) and South Africa (Soul City)*
- *Branding, campaigning and media coverage*
- *Advocacy for child rights and MDGs*

²⁷ For a concept proposal of programme C, see appendix 33.

²⁸ A report of the mid-term review of The Jonge Ganzen+ (Action for children) programme (July 2009) can be found on: www.changeforchildren.nl/publicaties.

The programme focuses primarily on civil society building. In every country, the programme is implemented and managed by a national NGO, who supports local civic actions. These initiatives have identified a small, local project which they would like to finance and/or implement and for which a local fundraising campaign is organised. A local initiative can be for instance a Community Based Organisation, a school or group of individuals from upper or middle class and service clubs.

Increasingly local funds are raised at local level by local civic groups; and at national level by the national partner NGOs from middle and upper class individuals and the corporate world in the five countries. The funds raised at national level are used to complement (and eventually double) those raised at local level. Experience since 2007 shows that change in behaviour of people and in the 'giving' culture in the five countries is possible but takes time. We foresee that a total time span of twelve to fifteen years is required for the national programme to run on its own without funding, in this case from the Netherlands.

Intended results of Programme C. Action for Children:	
Programme component	Indicators of intended results
Combining local fundraising with national fundraising and support in five countries	<ul style="list-style-type: none"> • By 2015, local civic actions supporting children's projects, with at least 50 % funding coming from local fundraising have increased from 200 to 400; • By 2015, all national partners within the AfC programme have become more financial independent (with a medium of 35 %) due to an increase in local fundraising

VI.3.4.4 Cohesion of the programmes

Civic Driven Change is the central philosophy of the consortium and is translated into approaches, strategies and focus areas in the three programmes outlined above. The programmes also share the importance we give to children and young people as civic actors and as drivers of change both in the present, as children and young people, and in the future, as adults. A link between the programmes is therefore the support to civic actions at family, community and national level for an improved wellbeing of children and young people. The programmes are also in line with change processes already set in motion by the consortium members, in particular SOS Kinderdorpen, Wereldkinderen and ICS: from child centred to family to community focus with a civic driven approach. All three programmes contribute to these elements in their own way and with their own focus. In addition to these shared elements, every programme has its own objectives and activities that strengthen and support each other.

The programmes bring together a broad network of organisations from diverse backgrounds and expertise with a great opportunity and potential to learn from each other and address challenges together for a larger impact on shared concerns. From our experiences during the current collaboration Change for Children, we have positive experiences. Meanwhile, we realise that such learning and collaboration needs to be organised and facilitated. Hence, exchange and collaboration is facilitated and organised between partners within and between the consortium's programmes. Through for example participatory workshops (see IV.4) all participating partners are invited to identify issues for exchange and learning amongst the consortium network. Based on earlier inventories, this could be in the area of (local) fundraising, Civic Driven Change, Planning, Monitoring & Evaluation, including Social Return on Investment, Social Business, skilful parenting, quality management systems, and child protection mechanisms. We work closely together with Context, International cooperation who plays a key role in facilitating learning among the consortium as part of their Centre of Civic Driven Change, Social Business and Social Accounting (see Appendix 30).

VI.3.5 Budget

Below please find a summarised budget of the programmes for 2011-2015. For a detailed budget, see Appendix 7.

	Total expenses €	Total own contribution €	Total subsidy request €
Programme A: <i>Investment for Social and Economic Change</i>	63,640,576	12,373,379	51,267,198
Programme B: <i>Child Protection</i>	24,490,000	4,643,910	19,846,090
Programme C: <i>Action for Children</i>	12,882,671	4,293,771	8,588,900
Total	101,013,247	21,311,060	79,702,187

The minimum level of annual spending per country per programme includes:

- Programme A focuses on sustainable economic development and direct poverty reduction and civil society building with a minimum level of annual spending per country of □ 500.000;
- Programme B focuses on civil society building and influencing policies with a minimum level of annual spending per country of □ 200.000;
- Programme C focuses on civil society building with a minimum level of annual spending per country of □ 200.000.

Section VI.2.3: geographical reach shows that the budgets per country per programme for 2011 and 2015 fulfil this requirement. Also refer to III. Treshold criteria.

VI.3.6 Risk assessment and management

This proposal is complex and requires continued flexibility and adjusting to different contexts and new insights. A tailor-made approach is an integral part of our strategy which includes a context, power and risk analysis.

At this point in time, we have identified various risks and expect to be faced with different challenges:

- As citizens and civic organisations are defined as the owners of the change process, it includes that specific interventions of the programme are the result of this process and thus not necessarily under control of or defined by the participating development organisations. A tension exists between this core principle of the programme philosophy and the coinciding autonomy and flexibility of partner organisations versus the donor role of the partnership with possibly contradicting interests (including loss of control). Consequently, this tension demands attention in the strategies, relationships and M&E based on the experiences from the ground.
- Civic Driven Change requires a particular mindset which not all our staff and partners are familiar with or necessarily inclined to. This is a major risk, as the success of the programmes largely depends on their commitment and performance. To counter this risk, the programmes include a considerable investment in their exposure to and development of capacities for Civic driven change, based on experiences of ICS and its partners over the past years. Also, careful screening of partners (IV.4) and/or their involvement in formulating the current proposal.
- Balancing social and economic change processes and benefits. Amongst others, getting the balance right between running a business and staying focused on the social purpose of a social business as contrary to being a regular business is going to be a major challenge. Capacity enhancement and knowledge development are therefore crucial.
- Scale and roll-out: how to link and connect the many similar and different local initiatives horizontally. In practice this will mean realising and completing the social and economic chain.

- Unequal power relations amongst different groups in communities and fear and anxiety for loss of power can contribute towards 'un-civic' behaviour and 'undemocratic' change processes. Strong community leadership is therefore essential. To that effect, inclusive processes of co-creation, dialogue and capacity enhancement are organised.
- For certain groups in society this could require change of behaviour of communities and people in general towards care for the whole and taking their own responsibility. The same measures apply. For new programme areas, expectations and clear agreements are made in advance. In case communities do not show a certain level of willingness, reciprocity and taking responsibility in a longer run, phasing out can be considered. This challenge also relates to managing expectations through communication, connecting and dialogue.
- Since the programme involves different roles and different ways of working for many organisations and staff (see VI.3.1), this may create unrest as a change of behaviour of staff and partner organisations may be required. Unrest will be limited by taking it step by step, starting from where they are and relating it to the realities and practice of the organisations and its staff. To that effect, capacity enhancement, curriculum development, exchange amongst the consortium, and additional competence are a crucial part of the programme and are budgeted for.
- The risk that learning and exchange between consortium partners will not take place. This is especially a risk for those countries where no other consortium partners are present (for example Ghana). This risk is mitigated by ensuring enough resources for exchange trips, workshops and peer reviews.
- Sustainability and (donor) dependency: it is precisely for this reason that civic driven change for self-reliant, pro-poor social change is taken as the core approach of the consortium in combination with economic empowerment. Clear agreements are made with all partners about the amount and duration of the support while increasingly shifting the capacity and facilitation towards the local organisations and communities. Meanwhile, it is expected that lasting social and economic change processes will take considerable time, also for the social ventures to be financially viable, thus exceeding the five years of this application. Consequently, continued funding is required after 2015. All partners are therefore challenged to raise funds and find social investors for the longer run. Also, programme C: Action for Children will strengthen the capacity of local organisations and provide a model for local fundraising for local civic actions.
- Although we operate in relatively stable countries, political unrest and insecurity could occur especially in Kenya and Nigeria. Measures that can be taken are to keep in close contact with locals who can better feel such anxiety, to organise dialogue and mitigation in the communities and prepare the (partner) organisations for possible withdrawal.
- Certain lobby and advocacy activities might touch upon sensitive issues, for instance lobby for ethical international adoption. For each lobby and/or advocacy activity the risks for the organisations involved needs to be addressed.
- Corruption is a widespread phenomenon in many of the countries we are working. Special measures are taken to prevent or deal with corruption as reflected in the different organisations policy on corruption and fraud (see V.1 and Appendix 10).

6.3.7 Overview

In the figure an overview is provided of the consortium members, programmes, partners and countries.



Together 4 Change

Lead

International Child Support (ICS)

Consortium

Wereldkinderen & ICS

SOS Kinderdorpen & ICS

Wilde Ganzen

Programmes



Partners

Expert partners

- African Child Policy Forum (ACPF) – Pan-African
- Ecpat South East Asia – Thailand

Implementing partners:

- The Daughters of Charity -Thailand
- Thembelethu Home Based Care (THBC) – South Africa
- World Voices Positive (WVP) – Kenya
- Naz Foundation – India
- Organisation for Support Services for Aids (OSSA) – Ethiopia
- Camp David Centre (CDC) – Kenya
- Gemini Trust – Ethiopia
- Mkombazi – Tanzania
- Child Restoration Outreach (CRO) – Uganda
- ABC Children's Aid - Uganda

Expert partners

- Context, international cooperation - International
- Stichting Het Groene Woudt (collaborating partner) – International

Implementing partners:

- Alfaroun - Global
- HIV [E]ducation – Global (?)
- PATH - Thailand
- SOS International - International
- Vilages d'Efatis SOS Togo - Togo
- Vilages d'Efatis Benin - Benin
- SOS Childrens village Ghana - Ghana
- SOS Childrens village Kenya - Kenya
- SOS Childrens villages Nigeria - Nigeria
- SOS Children Village Tanzania - Tanzania
- Green Forest Social Investment Trust (collaborating partner) – Kenya
- Green Forest Social Investment Company (GFSC) – Kenya
- Osiendela, Friends of Lake Victoria – Kenya
- Ilaramatak Orkoneerei Pastoralist Association – TZ
- DOSI, Orkoneerei Massaai Social Initiative - TZ
- ADT - Kenya
- ARDAP - Kenya
- REEP - Kenya

Expert partners

- Kids Rights (expert partner)
- Net4Kids (expert partner)

Implementing partners:

- Soul City – South Africa
- Smile – India
- CESE - Brasil
- Ghana partner – Ghana
- Kenya partner - Kenya

Countries

Ethiopia, India, Kenya, South Africa, Tanzania, Thailand, Uganda

Benin, Cambodia, Ghana, Kenya, Lao PDR, Nigeria, Tanzania, Thailand, Togo, Uganda

Brazil, Ghana, India, Kenya, South Africa