

Mid-Term Review Response

The Mid-term Review raised a number of issues and recommendations which it was important for the project to address in order to ensure maximum impact and effectiveness against the key project objectives, and those of DFID's Governance and Transparency programme. The modifications to the project, following the MTR, are detailed below:

Fit with GTF objectives (MTR recommendations 1 and 6)

The programme documentation has been reorganised to ensure that all outputs meet GTF outputs with respect to:

- **Capability** – ASI has addressed this by ensuring that through leaders/governments/duty bearers being made aware of the needs of the marginalised group of children, namely CDWs, they are able to provide: a) stronger legislation to protect the personal security of this group/adequate legal protection, b) better able to provide delivery of appropriate direct services to this group.
- **Accountability** – by providing support to Child Domestic Workers (CDW), Small Grant Scheme (SGS) grantees and broader Civil Society Organisations (CSO) to effectively assert and articulate their views and needs through coalition building and campaigning at the local, national and global level to hold duty bearers to account particularly government (at global, national, state and district levels) as well as employers (at local and national level) for the human rights of CDWs.
- **Responsiveness** – Training on participatory advocacy and peer mentoring for CDWs will ensure that they are active agents of change, able to articulate and assert their rights, and supported to instigate and undertake their own activities under the umbrella encompassed under partners' advocacy objectives. Peer mentoring will support increased opportunities for CDWs and CSOs to influence and determine policy and legislation at local national and global levels.
- **Responsiveness** – Coalition campaigning and targeted advocacy which articulates and asserts the rights of CDWS will seek to improve the implementation of policies which are designed to meet their needs at local and national levels. A key target group for the realization of this output, are employers, who as duty bearers are a critical link to ensure that CDWs can access the services and rights to which they are entitled.
- **Increased capacity for learning and impact assessment** – ASI and partners will develop increased capacity through the development of robust an M&E framework and data gathering systems to measure performance and impact – understand what strategies are most effective and what measures need to be taken to address obstacles. Peer learning has been developed as a thread by which best practices emerging from the project can be drawn together and shared between partners and within ASI. A final report will be disseminated to key stakeholders including other GTF grant holders.

Much work has been done by ASI and its partners to develop SMART indicators for outputs at global and national level. This work is ongoing and is a valuable learning process for partners as collectively we seek to consult stakeholders in filling gaps in identifying realistic and specific targets and milestones.

Anti-Slavery International – the Voice of CDWs	GTF Objectives
Purpose: The voice of CDWs and Civil Society	Purpose: Strengthened civil society to help citizens

<p>Organisations is strengthened to influence and hold duty bearers accountable for respecting, promoting and enforcing the rights of CDWs.</p>	<p>effectively represent their views and interests and hold governments to account for their actions - at different levels in the governmental system</p>
<p>Output 1: Child Participation/Responsiveness Increase the opportunities of CDWs in at least 6 countries to be empowered to actively claim their rights with decision makers.</p>	<p>Output 2 – Accountability: Increased access by citizens to the decision making processes of government, parliaments or assemblies and greater impact on them</p>
<p>Output 2: Civil Society Responsiveness to Child Rights Civil Society Organisations are more responsive to the needs of CDWs and better able to influence pro-CDW policies and practices of duty bearers.</p>	<p>Output 5 – Responsiveness: Increased opportunities for people to influence and determine policy and legislation</p>
<p>Output 3: Accountable/Good Governance State & customary structures are held accountable for and responsive to the rights of CDWs through policy and practice.</p>	<p>Output 1 – Capability: Leaders and Governments are better able to perform such functions as providing stability, and personal security, regulation, delivering social services and controlling corruption</p> <p>Output 6 - Responsiveness: Improved implementation of policies that are shaped to meet the articulated needs and provision of services and public goods for vulnerable and excluded groups.</p>
<p>Output 4: Employers meet child rights Employers respond positively to advocacy on CDWs rights – grant better working conditions, by ensuring CDWs right to participation and access to services (Employers are critical for enabling access by CDWs to public services thus contributing to implementation of policies as secondary duty bearers)</p>	<p>Output 6 - Responsiveness: Improved implementation of policies that are shaped to meet the articulated needs and provision of services and public goods for vulnerable and excluded groups.</p>
<p>Monitoring and Evaluation The enhanced Monitoring & Evaluation provision will greatly improve the project’s ability to identify and measure impact, assimilate lesson learning and translate the information gained into effective advocacy tools. This enhanced capacity applies to Anti-Slavery, the core project partners and targeted other civil society organisations participating in advocacy initiatives.</p>	<p>Output 7: GTF Grant holders have increased capacity to effectively monitor their own impact, learn lessons and disseminate evidence based findings to different audiences.</p>

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Research component (MTR recommendation 1)

The project's research component has been brought to an end, and no further request for financial support will be made to pursue the research. It is proposed that the expenditure thus saved be re-allocated to other (new or expanded) activities that provide a closer fit with GTF objectives, including monitoring & evaluation, strengthening advocacy and the small grant scheme, and strengthening the linkages between the remaining components.

Advocacy (MTR recommendation 4)

Tiered and interconnected advocacy (global, national, local and individual) forms the main thrust of the programme. It draws together the child participation and SGS components which include direct support to CDWs and CSOs at local level, to converge in strengthening partners' advocacy goals.

Targeted and detailed national advocacy plans have been developed which aim to hold duty bearers to account and change context specific policy and practice leading to better protection for CDWs, greater recognition of their rights and provision of appropriate levels of service to meet their needs. This will be done by strengthening and building coalitions and alliances, including CDWs, CSOs, educators, community leaders, parents and employers to influence and hold national and local level policy-makers to account.

Child participation (MTR recommendation 3)

The programme seeks to strengthen the participation of CDWs and bring it to a higher level by enabling their active participation in advocating for their rights. CDWs are highly isolated and mobile, suffer from a very low status in society, are traditionally ignored and deprived of a voice, often resulting in very low self confidence and difficulties in engaging with others even at the most basic level. For these reasons, partners have until now been focusing on the need to develop their life skills and confidence and nurture strong and constructive relationships, with special emphasis on the members of the advisory committees.

Advisory committee members have developed more positive relationships with adults, have begun to communicate more confidently and understood how to claim their rights. This important step change in confidence, in the way they express themselves as well as the new skills they have acquired mean they are now ready to play a more meaningful and active role in advocating and asserting their rights.

The conditions are now in place for training on child participatory advocacy to be provided in country to lead partners as well as to targeted CSOs by a child participation specialist. The training will result in embedding the concept of child participation within CSOs working with and on behalf of CDWs. Partners and select CSOs will become the platform through which children will engage in advocacy activities, in a manner appropriate to their age and capacity. The advocacy activities children will develop and carry out will feed into and strengthen partners' overall advocacy campaigns. In this way, partners' advocacy efforts will benefit from the direct voices of children themselves, and children will have the opportunity to have a direct impact on their environment by engaging with decision makers in a safe and objective-driven way. The ultimate objective is two-fold: to equip a core group of children to instigate, develop and carry out their own advocacy initiatives which enable them to reach out to their peers as well as duty bearers and, to generate an institutional shift towards entrenching child participation amongst our partner organisations so that the impact of our work is sustainable beyond the duration of this programme.

Small Grants Scheme and Learning (MTR recommendations 5 & 10)

There are currently 46 small grant projects being delivered across 8 countries. Projects cover a wide range of interventions and activities, but all work towards ending the abuse and exploitation of child domestic workers. Whilst partners have approached the scheme in ways appropriate to their own context, the grants share common goals in that they respond to the most immediate needs of CDWs on the ground, which often require direct support. In the majority of countries this has been a necessary first step towards engaging in targeted advocacy work because the SGS we are working with are predominantly grassroots community organisations from whom it would be impossible to expect a commitment to undertake advocacy with respect to governance issues without responding first to their very real and pressing needs to practically assist the CDWs they support.

As a follow up to the MTR, we have completed a rapid assessment of all 46 small grants (see Annex 4) which shows that a substantial number of grantees have started (or have plans) to undertake advocacy activities calling for changes in policy and practice on behalf of CDWs, although they may not yet be doing so in a coordinated and planned manner.

Beginning with child participation advocacy training, CSOs will be supported to develop activities towards achieving national advocacy objectives to gain the changes to policy and practice to address the needs of CDWs, as well as ensuring the accountability of duty bearers to guarantee their rights.

The continuation and re-focusing of the scheme towards influencing duty bearers will be guided and delivered by a peer learning process led by a proposed Learning & Accountability Officer. Whilst the peer learning process was part of our original proposal, we now envisage it performing a central function of the programme. By linking learning to M&E, we hope to identify and assess the effectiveness of best practice models developed by the SGS. A key question which will be addressed is whether the SGS is a replicable model for others seeking to influence duty bearers to be accountable for the protection and promotion of the rights of vulnerable and excluded groups. ASI envisage the peer learning Initiative to be an opportunity for cross-learning with other organisations and GTF grant holders working with similar schemes - such as Amnesty International and ODI – learning on issues of data gathering and analysis with partners such as Comic Relief, Big Lottery Fund and BOND.

Achievement Rating Scales

Divergences in the scores attributed under the Achievement Rating Scale (ARS) provided by ASI and those given by the external evaluator for the MTR are largely due to the lack of effective monitoring and data collection systems to effectively capture and measure the effectiveness and impact of our work.

The ARS provided by ASI was an assessment based upon ASI site visits and reports sent by partners, calculated within the context of the known challenges that needed to be addressed in order to achieve the programme's objectives; in particular the extremely low level of priority and attention accorded to child domestic work issues and child domestic workers (CDWs) themselves by the policy-makers and other stakeholders.

As a consequence, our assessment focused on the bigger picture and placed particular weight on the incremental steps that were necessary at an initial stage to provide the basis for the achievement of the core objectives. Many of these steps involved internal processes amongst the partners and other stakeholders, as well as with CDWs themselves. By contrast, the evaluator focused more directly on the extent to which measurable (and external) change was occurring in relation to the specified indicators.

We remain convinced that the project's achievements thus far have provided valuable steps towards the long-term attainment of the programme objectives. Moreover, although concrete progress has been made against most of the outputs, clearly, this is not uniform across all six

locations, because the contexts are not identical and partners are concentrating on different aspects of the overall vision, according to local factors.

The programme's purpose and activities emphasise a targeted focus on achieving advocacy and policy change (at statutory and civil society levels), and as a result they fit squarely with the core objectives of the GTF. The refined outputs both at global and national levels developed in the revised logframe are realistically achievable and reflect the differences in national advocacy objectives; corresponding country specific indicators and targets are measurable, will quantify progress across countries and will seek to accurately demonstrate the effectiveness of performance and advocacy in securing responsiveness and accountability by duty bearers for the rights of CDWs.

Monitoring and Evaluation (MTR recommendation 7)

The weakness of Anti-Slavery's monitoring systems to evaluate programme performance and effectiveness was identified by the external evaluator in the MTR and by KPMG, and as mentioned above. This weakness has had a detrimental impact on our capacity to adequately assess our achievement rating scores (ARS).

In order to address this and meet the GTF objective of increasing the capacity of grant holders to effectively monitor programme impact and effectiveness, Anti-Slavery International proposed using some of the budget allocation originally destined to research, towards strengthening our monitoring and evaluation functions and systems for our GTF programme. This new learning around M&E systems has a potential to be replicated for partners and Anti-Slavery's other programmes. Additionally we aim to work closely with partners so that they understand the value and acquire the skills necessary to embed monitoring and evaluation practices as an integral component of the work across partner organisations and sustain good practice beyond the duration of this programme.

A full time Learning and Accountability Officer at Anti-Slavery was recruited in September 2010 for 18 months. The Learning and Accountability Officer is tasked with strengthening the process initiated in preparing the MTR response based on the revised logframe output and indicators at global as well as country levels. This will enable us to measure performance and effectiveness; to develop and deliver training to partners on the M&E model as well as data collection and processing (from a range of stakeholders, to capture quantitative data and most significant change stories); to collate M&E and analyse data from partners and to assess progress against targets, so that Anti-Slavery and its partners can understand the appropriateness and strength of actions as well as identify gaps and constraints (from what is planned to what is achieved). An additional partners meeting has helped to finalise the national targets and milestones and clarify outstanding issues in relation to the monitoring that will be required based on these revised monitoring tools. Regular (quarterly) learning assessments will help to inform choices and changes to realign activities, approaches and resources to ensure that programme objectives are on target and ultimately met.

As explained above, the Learning and Accountability Officer will also provide leadership on learning from the delivery of our programme at local and national level by designing a specific tool to draw together best practice and assess the effectiveness of a SGS to influence governance and accountability generally and for CDWs in particular. This process will feed into the overall monitoring of the programme and result in additional learning for Anti-Slavery, its partners and grantees as well as the GTF.

Furthermore, an Learning and Accountability Officer will continue to develop the VfM assessment framework prepared for this review by consultants *Shared Profits* (and using additional resources being developed by DfID, Bond and others) which will seek to optimally reflect the scope and effectiveness of the programme.

Value for Money (VfM) assessment

With the support of the consultants, Anti-Slavery and partners have reviewed VfM methodology; researched the scope and spread of their own work and the impact/potential impact; and have laid the foundation for developing an effective VfM/Advocacy effectiveness framework for the future. This all forms the basis for beginning a dialogue with partners and with Triple Line, KPMG and DfID on what might constitute VfM in a programme like this.

For an effective advocacy programme like this GTF funded Anti-Slavery programme, it makes sense to work out the effectiveness/performance by looking at what should be achieved at each level (global, national, local, individual) through each output area; develop clear targets/indicators and work out what optimal performance would look like in terms of quality and impact. As well as this, Anti-Slavery is putting improved learning systems in place that will further support partners and CSOs to track performance against their own advocacy targets.

Despite looking extensively at the figures concerning unit costs and value for money at the grass roots level, it was felt that although it was interesting to see the scope of spending “per beneficiary”, per output, these figures did not accurately show the VfM presented by the scope and spread of Anti-Slavery’s actual programme. The actual programme offers outputs that could be measured at individual (CDW) level, local, national and global level that result in changes in attitude and behaviour as well as laws, conventions, policy and practice impacts on CDWs. This is far wider than the direct ‘beneficiary’ figures and unit costs that could be reported for some of the easily quantifiable components of the programme. From this learning, Anti-Slavery understands the need to further review its outputs and targets/indicators at each level to develop a clear understanding of what optimal effectiveness would look like. Once the picture of indicators against output at each level is completed, CDW figures could then be put into perspective as just one component of a multi-faceted advocacy programme which includes other stakeholder “beneficiaries”/groups (including the wider group of CDWs affected by programme outputs) as duty bearers and civil society perform functions to deliver on rights and voice of CDWs.

Theory of change of Anti-Slavery in this programme is that a tiered advocacy approach (global, national, local and individual) combined with direct support and capacity building (of CDWs and CSOs) at local and national level will lead to better protection and voice for CDWs, greater recognition of their rights and the appropriate levels of support to meet their needs.

To learn whether this theory of change is effective in bringing about the desired outputs, advocacy programmes will need to measure:

- shifts in social norms;
- strengthened organisational/individual capacity to undertake influencing or engagement with decision makers;
- strengthened alliances;
- strengthened base of support;
- improved policies/legislation; and
- changes in impact on CDWs including improved direct support and ability to access this.

Global Level

The impact to date has shown that investing in **global level advocacy** with Anti-Slavery on marginalised Child Domestic Workers (CDWs) presents excellent value for money as it:

- Impacts the largest numbers of CDWs
- Uses long established relationships that have been created by Anti-Slavery with international decision makers and makes the building of new relationships to deal with specific issues easier
- Builds on the long established credibility of Anti-Slavery
- Focuses on Anti-Slavery’s well documented and recognised ability to deliver at global level on improved human rights policy/legislative outcomes
- Builds on Anti-Slavery’s body of knowledge, understanding and best practice models in relation to CDWs.

Anti-Slavery is also able to demonstrate changes in 4 – 5 of the outcome areas mentioned above.

National Level

Similarly the evidence presented shows that investing in **national level advocacy** through Anti-Slavery's national partners also offers excellent value for money because:

- The national level partners have established the key relationships and processes to engage with duty bearers
- Understand how the issues relating to CDWs can best be addressed within that particular national context.
- Are able to delivery at national level on human rights policy/legislative outcomes

Local and Individual Level

At **local level**, the value for money picture is more varied as it involves a mix of advocacy and direct support to CSOs and CDWs;

- The level of investment required to build the skills for advocacy at local level whether with CSOs, CDWs themselves or other citizens groups will always be high in the initial stages until those skills have been built and the processes put in place to engage with duty bearers. The returns/impact will vary according to the skills and the context.
- As part of this process the inclusion of direct support options (which will always reach out only to a certain number of people) builds understanding, knowledge base and practical skills in order to build a movement for change which includes both advocacy and direct support for CDWs through civil society and action of duty bearers. It takes CSOs and CDWs from knowledge and education to learning about rights, having their voice and then creating a movement for change which needs to happen over a period of time. Until effectiveness of all aspects of the programme can be measured, the figures will only offer a partial and varied picture of the cost effectiveness of direct support functions.

However, Anti-Slavery could do more with these figures in terms of prompting questions to their partners and CSOs on the variations in figures between country programmes. This will be part of the peer learning process already underway and will encourage greater effectiveness and accountability within their context.

Project planning and budgeting (MTR 6(a) (b) (c))

The programme now demonstrates that the activities of partners and grantees fit into a coherent national advocacy strategy with child participation and peer learning at its core. It rests on increasing and building civil society momentum to hold duty bearers to account and demand that the needs of CDWs are reflected in policy and practice. As the outputs remain ambitious, Anti-Slavery has arranged an extension to the project, up to December 2013, and a revised budget which reflects changes to activities across the duration of the programme.

In addition to supporting Anti-Slavery in finalising and implementing its M&E tools for its GTF programme, the Learning and Accountability Officer will work with partners to ensure that they understand and collect the necessary data based on the revised log frame, the peer learning process as well as the Value for Money assessment.

The budget has been revised to reflect the programme and additional resources for participatory advocacy and advocacy for CSOs will be allocated to partners against detailed plans and budgets based on an assessment of the projected impact of their work on governance.

Programme management and coordination (MTR recommendation 10)

Anti-Slavery International is a small organisation with a paid staff of 19. It is led by a management team comprised of the Director, Finance Manager, Programmes and Advocacy Team Manager, External Relations Team Manager. Staff are organised into three teams, with the Programmes and Advocacy Team being the largest and comprising 10 members. The organisation is supported by around eight volunteers, interns and work experience students.

ASI began to systematically address gaps in project management systems with the appointment of a new Programmes and Advocacy Team Manager in July 2010. Since then, the management team with support from the Board have developed a training plan for programme staff to build capacity in programme management including on log frames and risk assessment from external specialists and are aiming to be Programme Management certified using the on line web tool PM4NGOs by December 2012.

Programme and team coordination is assured through regular planning and teams meetings where key issues are discussed and learning shared.

The Programme Manager has weekly meetings with the Domestic Work Programme Coordinator to review work plans and to ensure that targets are being met and ensure that slippages are addressed; financial oversight is also provided with support of the finance manager. Specific support to the GTF programme has been enhanced with regular and detailed review of programmatic planning and implementation including work plans, budgets, risk assessment, advocacy strategy and planning.

The review process has been very productive, and we believe that the proposed plan will enable Anti-Slavery and its partners to implement a more targeted and effective programme which responds and meets the needs of child domestic works within the context of the GTF.