



Child Rights Governance

Child Rights Governance IS Good Governance for Children

A strategy for achieving our Child Rights Governance goals 2013 – 2015

What is Child Rights Governance?

Child Rights Governance aims to support and, if necessary, put pressure on states and other key actors to make a reality of children's rights and to facilitate a vibrant civil society (including children) able to hold them accountable when they fail to do so. We aim to raise the issue and status of children in all societies so that no children are left behind, ensuring that they are treated as the citizens of today, not just tomorrow, and in doing so to push children and their rights up the political agenda.

Our overall goals are:

- All states meet their obligations to monitor and implement children's rights
- A strong civil society, including children, holds states and the international community to account for children's rights

OPENING MESSAGE

Save the Children has a strong, long-standing commitment to the advancement of all children's rights, for every child, everywhere – in both emergency and longer-term development contexts. This commitment goes right back to the early years of our organisation's foundation and is now part of our organisational DNA, uniting the efforts of our international and domestic programmes across the world.

Save the Children has now been working in a sustained way on children's rights for more than two decades, since the adoption of the UNCRC in 1989, and current Child Rights Governance programmes build on this foundation. The overall 2010-2015 Save the Children Strategy has seen an even stronger focus with the founding of CRG as an individual sector with its own global strategy, extensive programmes worldwide and a Global Initiative providing a strategic framework for Child Rights Governance work.

This Child Rights Governance strategy is all about good governance for children – about governments, parliaments, the judiciary, the media, businesses, and others fulfilling the promises they make to children and being accountable for what they do, and about a strong civil society voice in holding them to account. Bad governance, such as the misuse of scarce resources and poor quality or non-existent basic services, is disastrous for children. Our Child Rights Governance CRG programmes encourage governments and other actors to do better, but also challenges them when they are not doing enough or when they deny their responsibilities.

Child Rights Governance work underpins positive changes in outcomes in other thematic sectors, such as education and health, as it champions a holistic approach to child rights, demanding adequate resourcing and effective and efficient implementation of ALL children's rights in ALL circumstances, and insists that the good governance principles of participation, transparency, accountability and rule of law are fundamental for children's rights to become a reality. This creates significant scope for synergy with Save the Children's other thematic priorities.

The strategy that follows sets out Save the Children's ambitious vision and goals in Child Rights Governance, and how we will deliver it across the Theory of Change in both development and emergency settings. It includes our innovative breakthrough on Investment in Children, that we are now driving forward as a key focus of our efforts to bring about good governance for children. It indicates how we will measure our impact, how we can support each other through documentation and the sharing of experience, and how we will work together to achieve it by uniting the efforts of Save the Children's country programmes, Members, our advocacy offices, and the CRG Global Initiative.

Mimi Jakobsen

Chair of the CRG Global Initiative Steering Group & CEO SC Denmark

OUR VISION

Our vision is a world where accountable, responsive, inclusive and transparent governance assures the rights of every child and where every child can have a voice in governance.

Our overall goals are:

- All states meet their obligations to monitor and implement children's rights
- A strong civil society, including children, holds states and the international community to account for children's rights



GOOD GOVERNANCE FOR CHILDREN

The UN Convention on the Rights of the Child [UNCRC] is the most ratified of all human rights treaties globally. Along with its three optional protocols¹, it provides a set of principles and standards about children's entitlements to such essentials as education, health care and the right to be heard, as well as protection from abuses such as unjust treatment and exploitation. It places an obligation on states to ensure that all children within their jurisdiction (including non-citizens such as refugees) enjoy these rights. However, while the UNCRC has been a major leap forward in moving from a moral or charitable approach to children's wellbeing to a legally binding state obligation, it is not sufficient in itself to ensure that children's rights truly become a reality.

One essential requirement for this to happen is good governance for children, particularly in the actions of the state. This is about the state's responsiveness in implementing the standards of the Convention, including its effectiveness in delivering and/or coordinating the essential services and support that children need. Good governance also requires transparency, political leadership and a willingness to be accountable, as well as a strong civil society voice that can participate in decision making, hold duty-bearers to account and monitor what is being done for children.

The UNCRC Committee has identified many of the specific components that governments need to put in place in order to institutionalise good governance for children². These are the so-called General Measures of Implementation [GMI] and include a national agenda or strategy on children, a co-ordination mechanism on children's issues across government, awareness raising and capacity-building on child rights, and data collection on the state of children's rights. They also include independent human rights institutions with a child rights mandate, sometimes called an ombudsperson for children or a children's commissioner.

The need for good governance is not of course limited to the central state, but applies to all the institutions which govern societies where children live, as well as to other national, regional and international actors and institutions whose actions and non-actions have a great influence on child rights realisation. This includes everything from village councils, provincial and municipal governments and parliaments, the media and judiciary, through to supra-national regional bodies, transnational companies, armed groups in control of territory, and occupying powers. The importance of good governance for children has been highlighted in a number of studies, such as the comprehensive study of the 'child friendliness' of African governments carried out by the Africa Child Policy Forum³. This concluded that political willingness to prioritise children in resource allocation is as important, if not more important, for children than how rich or poor a country is. A World Bank study similarly confirmed that unless a minimum of good governance is in place, more investment in health and education for children will not yield the desired results. Donors such as USAID have also recognised that long-term, sustainable development is closely linked to sound democratic governance and the protection of human rights. Conversely, of course, bad governance, including corruption, failure to respect the rule of law and poor service quality is disastrous for the realisation of children's rights.

Good governance for children helps to create more resilient and stable societies that can safeguard children's rights more easily when confronted by economic 'shocks' and natural disasters. Good governance also reduces the risk of conflict breaking out, which can have a devastating impact on children's lives. It can also play a key role in rebuilding post-conflict countries, preventing outbreaks of new violence.

Progress and Challenges on Child Rights Governance

The adoption of the UNCRC in 1989 was a major achievement for children, and has provided the basis for greatly increased accountability for the realisation of children's rights at the national level. For the last two decades, Save the Children has successfully used the monitoring and reporting mechanisms of the UNCRC to hold governments to account, and as a means of supporting the creation and capacity-building of child rights coalitions that can have a unified voice in the process. More recently, the Universal Periodic Review process facilitated by the UN Human Rights Council, has provided an additional accountability mechanism that can be used to hold national governments to account for their performance in delivering child rights⁴. At the regional level various bodies such as the African Union⁵, the Organization of American States, and the Council of Europe have also taken steps to introduce forms of accountability for children's rights.

During this time there has been other important if incomplete progress in both high and low income countries, in improving governance for children across the world. Many countries have undertaken revision and reform of their legislation to make it compliant with the UNCRC, statistical data on the situation of children has gradually improved in its coverage and quality, more than 200 ombudsmen for children or similar institutions have been established in more than 70 countries, a few governments have ministries dedicated exclusively to children, and several countries have created agencies with responsibilities for implementing children's rights. These developments have often been associated with strong political leadership in the executive and/or parliament that has catalysed positive change in governance arrangements.

However, there is no country in the world where all rights for all children are fulfilled, and therefore no country where better governance for children cannot play a role in accelerating their realisation.

- Reliable and disaggregated data on children is still lacking in many countries
- The knowledge, skills and capacity of public servants and private service providers to deliver children's rights is frequently inadequate
- Legislation is not fully compatible with the UNCRC with some countries continuing to have important reservations
- Budgets to implement policies are often inadequate and information on budget allocations and spending is unavailable. In a recent survey only 23 of more than 100 countries provide significant or extensive budgetary information and 26 countries provide very little or no information.⁶
- Many governments do not consult and involve civil society and children as required.

Children are also affected by good or bad governance more generally. A lack of fiscal transparency and limited opportunities for civil society involvement in budget monitoring creates a fertile ground for corruption and the misuse and leakage of public resources⁷. Ineffective or regressive taxation systems negatively affect the amount of domestic resources that can be mobilised and spent on essential services. Non-existent or poor quality public services that are unresponsive to the complaints and demands of users do little to improve the well-being of children and other citizens.



In a world where most poor children live in Middle Income Countries and inequality is on the rise, it becomes even more important to support civil society organisations and other forms of mobilised children and adults to demand good governance for children, ensuring that children's rights are high on the political agenda and that every effort is made to redistribute resources to reach the children left behind in that country. Other global trends such as more natural disasters, increasing urbanisation and mega-cities pose challenges as well as opportunities for our work with promoting good governance for children in these contexts.

The growing global consensus on the need to challenge these abuses and to promote more open governance creates an important opportunity to advance good governance for children. Save the Children and its partners, together with children, have a historic opportunity to promote good governance for children and use our voice to influence decisions on how resources are used, to demand accountability for poor performance at every level, from the local community to the national, and to ensure children's rights are high on the political agenda.

WHAT WE WANT TO ACHIEVE

The wide range of interventions under Child Rights Governance where Save the Children has experience are detailed in “Programming in Child Rights Governance: A technical guide for practitioners” Save the Children (2013), available at Save the Children’s internal web site⁸. These interventions can be organised under the following three sub-themes and objectives that we want to achieve:

SUB-THEME 1: CHILD RIGHTS MONITORING



Objective 1: Improved accountability of states and other key actors for their commitments and obligations to child rights as a result of child and human rights monitoring.

Indicator 1: *% of countries in which child-informed supplementary reports are being prepared or have been submitted by civil society partners and children’s networks supported by or partnering with Save the Children.*

SUB-THEME 2: STRENGTHENING NATIONAL SYSTEMS



Objective 2: All states create and adequately resource the institutions, mechanisms and other measures necessary to implement the UNCRC in line with its General Measure of Implementation (GMI).

Indicator 2: *Number of policy or legislative changes to institutionalise children’s rights which have taken place with the support of Save the Children.*

SUB-THEME 3: BUILDING AWARENESS AND CAPACITY



Objective 3: Civil society and other non-governmental actors are mobilised to promote and defend children’s rights.

Indicator 3: *Number of countries where coalitions for children’s rights supported by Save the Children and partners have demonstrated influence or impact.*

In addition to the 3 objectives above, we have developed a breakthrough area that is called “Investment in Children” that aims to secure more and better public spending on children.

Objective One



Improved accountability of states and other key actors for their commitments and obligations to child rights as a result of child and human rights monitoring.

Monitoring and reporting on progress in the implementation of children's rights is an important part of creating accountability for children's rights, with the opportunity to highlight humanitarian as well as development issues in the process. In order to be able to prepare good quality reports, children and civil society need to have a sound understanding of the state of children's rights and the most important issues that need to be highlighted. The better the quality of data and evidence, the more likelihood there is of such evidence being influential. For this reason, Save the Children supports research, policy analysis and on-going monitoring of children's rights which can inform strategy development, programming and reporting. Reports based on such monitoring can be used in a variety of ways – to raise awareness among the public, to support direct advocacy with governments and parliaments, and to inform global and regional monitoring mechanisms such as the UN Committee on the Rights of the Child.

However, any report or submission that is produced is often just one outcome of the process. Systematic ongoing monitoring by children and civil society, and coming together in coalitions to develop a common position, also helps to strengthen the capacity of children and civil society to demand improved accountability. Save the Children therefore supports civil society coalitions to engage in monitoring and subsequent reporting to child and human rights monitoring mechanisms. We also encourage children to conduct their own monitoring and reporting and to have their voices represented in civil society reports and advocacy as well as in their government's own reporting.

Following up on the recommendations made by national, regional and international monitoring bodies, such as the African Committee of Experts on the Rights and Welfare of the Child, on how to improve the implementation of children's rights, is crucial for changes to happen in children's everyday lives.

All this work aims at creating improved accountability and raising the profile of child rights on the political agenda. Through this, Save the Children seeks to make governments move forward more quickly in realising children's rights and to strengthen the capacity of children and civil society to hold them to account for their promises.

Examples of results

1.1 Increased number of recommendations on child rights in the outcome documents of human rights monitoring mechanisms

In the 13th session in the second cycle of the Universal Periodic Review process at the Human Rights Council, on average of 71 % of Save the Children's child rights recommendations were reflected in the outcome documents for India, United Kingdom, Philippines, Finland, South Africa and Ecuador.

1.2 States are more transparent, inclusive and responsive in reporting on their implementation of child rights obligations

Save the Children supported children, particularly children with disabilities, to successfully advocate for their problems and key issues to be included in the first ever report submitted to the UNCRC Committee by the Afghan government.

1.3 Children play a more active role in human rights reporting, data collection and follow up

Save the Children Korea supported children to have their views represented in the supplementary report to the UNCRC in 2010. Two children from Korea then participated in the UNCRC Committee's pre-session in Geneva and managed to get inequity in budget allocation onto the List of Issues raised by the UNCRC Committee with the government: "Please explain how any inequalities caused by the difference in the budgets of local governments for children are addressed".

Children in Albania developed their own supplementary report to the UNCRC Committee supported by Save the Children and other NGOs. More than 14,000 children participated and three children met with the UNCRC Committee in Geneva to present their views.

1.4 States demonstrate greater commitment to following up on recommendations from human rights monitoring mechanisms

In Nepal, Save the Children supported 138 civil society organisations to engage in the Universal Periodic Review process. Save the Children together with civil society lobbied embassies and met with missions in Geneva. As a result of persistent advocacy, the Government of Nepal accepted 31 of the 34 child rights related recommendations contained in the outcome report. Save the Children is part of a national child rights coalition which is now collaborating with the National Human Rights Commission to follow up on implementation of the recommendations.

Objective 2



All states create and adequately resource the institutions, mechanisms and other measures necessary to implement the UNCRC in line with its General Measure of Implementation (GMIs).

The General Measures of Implementation are a list of the measures that governments need to put in place to institutionalise child rights and ensure good governance for children. The list includes

- ensuring that national legislation is in line with the UNCRC and other human rights instruments;
- carrying out a systematic process of assessing new laws, policies and programmes for their impact on children;
- developing a comprehensive national agenda for children based on the UNCRC and other human rights instruments;
- ensuring adequate resource allocation for children and making children 'visible' in the budgeting process;
- having a permanent mechanism in government, ensuring effective coordination and monitoring and evaluation of the implementation of children's rights;
- training, educating and building capacity of all those involved in implementation of the UNCRC;
- creating a mechanism to ensure that all non-state service providers respect the UNCRC;
- promoting co-ordination and cooperation with civil society including children;
- ensuring the development of appropriate indicators and sufficient data collection on the state of children;
- promoting international cooperation in the implementation of the UNCRC;
- and creating an independent children's rights institution, often called an ombuds-person for children.

Save the Children, together with children and civil society organisations, analyses gaps and weaknesses in the implementation of these General Measures and advocates with governments to work harder to put this infrastructure in place, adequately resourced with funds and qualified human resources. We support governments to see how the different elements of the framework can be set up and/or strengthened using our collective global experience.

Examples of results

Below are examples of results for some of the systems and mechanisms described in the General Measures of Implementation. Results for all measures listed above would fit under this strategic objective.

2.1 States ensure that legislation, policies and plans are in compliance with the UNCRC and other child and human rights instruments

When the Kenyan government reviewed the Constitution in 2009, Save the Children together with children advocated for children's rights to be part of it. As a result, the 2010 Kenyan Constitution entrenches the rights of the child, prohibits corporal punishment in all settings and guarantees socio-economic rights. Save the Children and partners are also involved in scrutinising all emerging legislation that has a bearing on children's best interests.

2.2 States establish or strengthen effective coordination of their child rights responsibilities

Save the Children and other civil society organisations advocated with the Swaziland government to follow up on the 36 recommendations from the UNCRC Committee, resulting in the establishment of a National Children's Coordination Unit in the Deputy Prime Minister's Office, which has improved coordination across relevant government departments on issues relating to child rights. Civil society opportunities to influence have been improved through working groups established by the Unit. A roadmap for the government's work on child rights is in place and legal protection of children has been improved through legislation.

2.3 States establish and strengthen independent monitoring institutions for children's rights

The Zambian Human Rights Commission has improved capacity to promote and monitor children's rights and it has now investigated more than 170 individual complaints of child rights violations, held public hearings on children's rights, visited child care facilities and engaged directly with children.

2.4 States ensure adequate and more visible resourcing for child rights in their budgets

In OPT, the Palestinian Authority has established a National Council for Children's Rights to oversee the implementation of a national child rights agenda, including a plan and resource allocations. Save the Children has ensured that child-focused programmes are specifically identified within the national budget, and that the budget is child sensitive and provides adequate resources under the auspices of the Prime Minister's Office. Save the Children also supported the development of a national set of child rights indicators, which were endorsed by the Palestinian Authority and included in the National Monitoring and Observatory System.

Objective 3



Civil society and other non-governmental actors are mobilised to promote and defend children's rights.

As a leading child rights INGO, Save the Children has a particular responsibility to support and strengthen local civil society voices for child rights, including child-led organisations. They are important as a critical 'watchdog', monitoring progress and being vocal about violations, gaps and the need for improvement. Civil society organisations can collect data, share information, create awareness and build capacity. They are catalysts and facilitators who can influence decision-makers to see issues through a child rights lens and advocate for concrete changes. They can propose evidence-based solutions to existing problems and provide services and programmes to complement those of the state or fill gaps that the state is unable to address.

Knowing that many other non-governmental actors play a key role in fulfilling children's rights, mobilising these actors and building their awareness and capacity is fundamental for ensuring good governance for children. Save the Children, together with children and civil society, can create awareness, knowledge and capacity on child rights with media, academia, the private sector, faith communities, parliamentarians, etc.

We also know that no single actor alone can make children's rights a reality, and therefore Save the Children often plays a brokering role in facilitating relationship-building among key child rights actors. Space for the different actors' voices to be heard and for interaction to occur is crucial. Save the Children engages with government, UN agencies, media, academia, private sector, faith communities, parliamentarians, local leaders, parents, armed groups, social movements etc. to join forces in advancing children's rights.



Examples of results

3.1 Civil society and other non-governmental actors have increased capacity to promote children's rights and hold governments to account

In Somaliland, Save the Children has supported the establishment of a Child Rights Civil Society Organisation Forum with 25 members with the aim of building a critical mass of knowledgeable and empowered voices in civil society to advocate for children's rights.

Across West Africa, national child rights coalitions are promoting and monitoring child rights and engaging with reporting to the UNCRC Committee, the African Committee of Experts on the Rights and Welfare of the Child and the Universal Periodic Review process.

3.2. Increasing space for and meaningful interaction between civil society, including children, and other non-governmental actors (e.g. the private sector, media, academia and religious groups)

Save the Children in Bangladesh has been working with academia since 2004 resulting in 27 child rights focal points in public and private universities, Children's Resource Centres set up in Sociology, Anthropology and Development Studies Departments in three major universities, and now the possibility of offering internships to Master-level students is being discussed with the International University of Bangladesh.

In Mozambique, Save the Children worked with a multinational construction company, the government, communities and donors on a joint child protection plan to reduce school drop-out, child prostitution and child labour in relation to a major infrastructure project.

3.3 Increased number of child led organisations have a stronger voice on child rights issues

In Rwanda, a child-led organisation, the Association d'Enfants et Jeunes Travailleurs, works to improve children's knowledge of child rights and to empower children to engage in the governance of their country at local and national levels.

In Guatemala, the Young People's Network is a national child-led organisation in which all child groups across the country are represented. The president of the network participates in formal meetings with municipal government structures, where he/she presents children's issues and comments on the implementation of their rights at municipal level. Organising children and getting their voices into formal governance structures has led to improvements in their schools, more teachers and nurses being hired, playgrounds and parks being built, more children getting registered and to the girls becoming more politically active in the communities, says a former president of the Young Peoples Network.

3.4 Private sector actors adhere to the Child Rights and Business Principles

In Côte D'Ivoire and Senegal, Save the Children is engaging with the private sector, based on the Children's Rights and Business Principles (CRBP) to make the private sector more aware of their impact on child rights and on how they can respect and promote children's rights.

THE CHILD RIGHTS GOVERNANCE BREAKTHROUGH

Save the Children has a long history of being at the forefront of the child rights movement. A key breakthrough in the way the world sees children was when our founder, Eglantyne Jebb, inspired the world to accept the idea of children having rights and to work for their universal recognition. Save the Children also had an influential role in drafting the 1989 UN Convention on the Rights of the Child and its three Optional Protocols, which are important milestones in changing the way the world views children.

Our vision of the world calls for a fundamental change in global and national political willingness to prioritise investment in children and in making sure no children are left behind because of poverty, discrimination or other inequalities⁹, whether they live in poor, middle income or rich countries. Save the Children's Breakthrough in Child Rights Governance to be achieved by 2020 is therefore as follows:

All children, especially the poorest, benefit from greater public investment and better use of society's resources in realising their rights.

Three good reasons for investment in children immediately present themselves:

- It is a **legal** obligation for all state parties to the UNCRC: Article 4 clearly asserts that states have an obligation to invest in fulfilling children's right to the maximum extent of their available resources, and that the international community has an obligation to provide additional support where needed.
- It is an **economically** sound decision: The World Bank among others stresses that when societies fail to invest in children and human capital, there is a risk that individuals who had no opportunity to develop and achieve their potential become a destructive force. Where an investment in children is made at an early stage it yields positive economic returns through reduced social costs and a well-equipped workforce.¹⁰
- It supports **social and political** resilience: high levels of inequality and severe poverty hinders development and the consolidation of democracy which can then undermine social cohesion and lead to social and political instability.¹¹

Building on these arguments Save the Children aims to achieve a breakthrough on increased investment in children, building ambitious Signature Programmes to demonstrate how change can be achieved. The breakthrough will focus on increased mobilisation and allocation as well as effective utilisation of private and public resources in order to realise children's immediate and long term needs. It is concerned with three fundamental issues:

1. The extent to which governments optimise resource mobilisation to invest in children. This will include work to influence taxation, aid, borrowing and other policies and strategies of mobilising resources to spend on children;

In Bolivia, civil society pressure on government to change the tax structure on oil and gas extraction has led to increased revenue for the Bolivian government, which in turn has increased spending on social programmes, including a grant for poor families to increase school enrollment, school breakfasts, and grants for uninsured mothers as an incentive for them to seek medical care in order to reduce maternal and infant mortality.

2. Whether the available resources are allocated to the maximum extent possible and spent in a way that benefits children, particularly the poorest and the most marginalised. This work involves influencing fiscal priorities, allocations and spending patterns by governments and other development actors including donors and the private sector and impact assessments to see that it leads to the realisation of children's rights;

In Nicaragua, Save the Children has supported the establishment of the Network of Municipal Governments Friends of Children. Children engage with the municipalities to develop and re-source child policies. As a result, average municipal investment in children has increased 92.3 % over the last eight years. 81% of the municipalities in Nicaragua are part of the network.

In Zambia, Save the Children supported advocacy led by the Child Budget Network in Zambia resulting in a 22.7 % increase in the national education budget for 2012, a health budget increase of 9.9 % (118.6 % increase in the budget line for nutrition), a 18.5 % increase for the Public Welfare Assistance Scheme and saw the Social Cash Transfer budget increase by 30 %.

3. Whether resources are well spent to bring out positive outcomes for all children. This work will focus on enhancing efficiency, effectiveness and positive impact of public spending on children through for example promoting transparency, accountability and citizen (including children) participation in fiscal processes.



Children's groups in Zimbabwe together with civil society have advocated for opening up the budgeting process resulting in the process becoming democratised. The Child Friendly National Budget Initiative was established with support from Save the Children and has resulted in new budget lines, e.g. for Children in Difficult Circumstances. The budget process has been demystified through budget and finance literacy workshops for children and ordinary people.

Detailed results and indicators will be part of the Investment in Children strategy 2013-2015.¹²

Save the Children will identify a number of signature programmes to advance the breakthrough on Investment in Children. They will demonstrate how Save the Children, in partnership with others, tackles issues that threaten children's ability to achieve their rights. These programmes will be evidence based, replicable, scalable and generate positive results for children. Signature programmes will enable us to communicate great examples of our interventions in practice and demonstrate their effectiveness at scale. We will use the evidence from these programmes to advocate for replication and scale-up by others.



MONITORING AND EVALUATION

We have a range of different tools for monitoring CRG programs and documenting results. The Save the Children M&E system provides us with:

1. Global outcome indicators, used as an indication of what Save the Children achieves in its work on CRG. The 3 Global Outcome Indicators are connected to the strategic objectives and they are described in “What we want to achieve”. Indicators for the breakthrough area of work on investment in children will also be developed.
2. Total reach, a methodology used to estimate the number of children and adults reached directly and indirectly through our CRG work.
3. The Advocacy Measurement Tool (AMT), used to measure policy change outcomes at national, state/provincial and district levels.
4. Case studies with more detailed information on what was done, what was achieved and lessons learned.

In addition to these tools, we have specific programme indicators, and reports to donors on countries and projects which generate information on CRG programme spending and results.

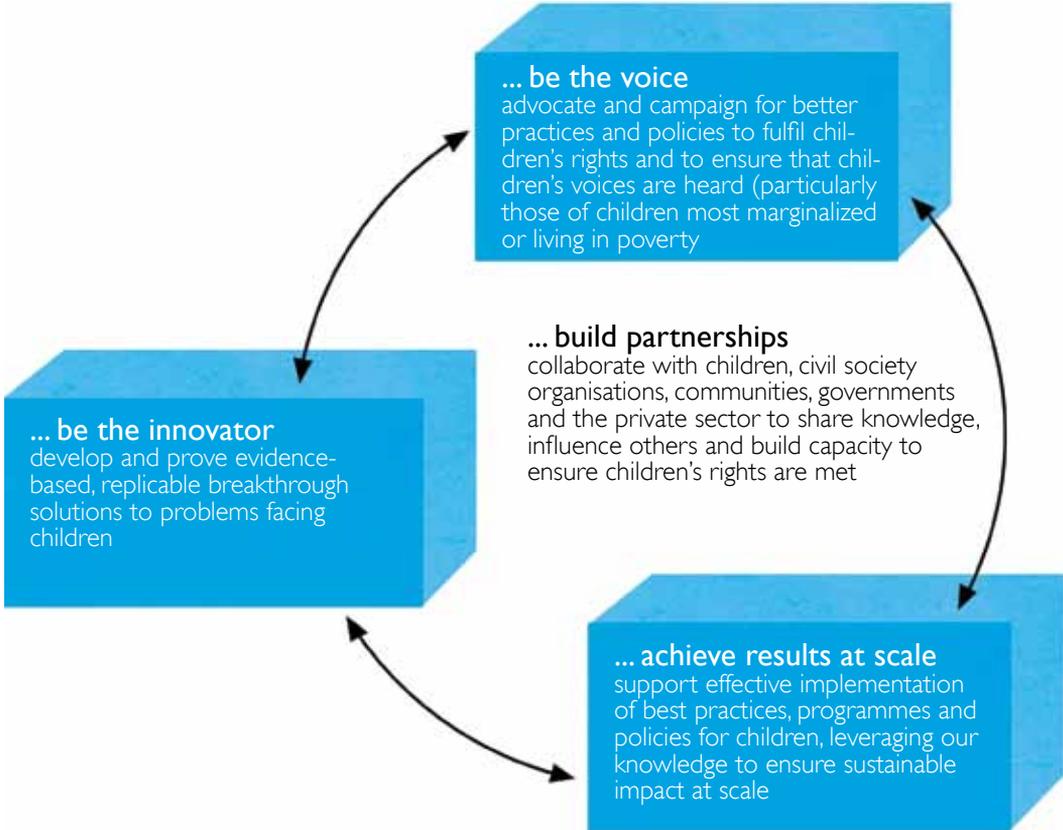
A well-known challenge in working to make human rights a reality is how to measure change – real change in the lives of rights holders. Monitoring data can only take us half way, and often stops at outcomes such as observed system change (such as laws, institutions, policy documents, action plans etc.). Measuring the long term outcomes and impact on people’s everyday lives resulting from those system changes requires longer term monitoring and more sophisticated methodologies (e.g. addressing questions of attribution), than project funding usually allows for. Evaluations are an important additional tool for measuring results and impact. While the above are suitable for measuring intermediate results like output and outcomes, evaluations give us the opportunity to identify impact and long-lasting changes for children, and to explore what we did to achieve those systemic changes achieving long-term results.

CRG WORK AND SAVE THE CHILDREN'S THEORY OF CHANGE

The theory of change describes how Save the Children believes children's rights can be realised. Below are some reflections on how the theory of change comes into play when working in the CRG sector:

THEORY OF CHANGE:
how we work to create impact for children

We will...



Voice: means that children are given the opportunity to speak out for themselves. We support, for example, the establishment of spaces where children can voice their ideas and concerns, access decision-making bodies and build their 'voicing' skills. It also means that we speak up ourselves when children's rights are violated – together with children and/or other child rights actors or alone if that is the only option. It means that – based on evidence – we advocate for systemic changes, for instance in laws, policies and practices in favor of children's rights, and influence decision-makers to prioritise resources for children and be transparent and accountable to the public on how they are spent, and to what extent they address inequality and reach the poorest and most excluded children.

Build partnerships: The ambitious objectives of CRG work cannot be achieved without building strong relationships with other actors who influence whether children's rights are respected and progressively realised. Civil society organisations that work for children's rights are natural allies. We also collaborate with other actors such as children, their parents, communities, teachers and other professionals in contact with children, local and religious leaders, local governments, academia, media, UN organisations, the private sector, local and national governments. We work to enhance the capacity of these actors to realise children's rights and to engage in strong relationships with each other to promote children's rights. We also build alliances with regional and international organisations and networks such as the African Child Policy Forum and the International Budget Partnership.

Innovator: We bring together experience from the child rights and the good governance communities in order to find innovative ways of addressing the major obstacles to the realisation of children's rights. We test and build evidence for our models and solutions and communicate the results of our innovations and see if and how they can be adapted to work in other settings.

Results at scale: To achieve results at scale, the work we support needs to be deeply rooted and institutionalised in the structures and mechanisms of the country in question – it needs to be systemic change. In that way progress on child rights will continue when, for example, political power changes hands. When we succeed in supporting governments to set up, resource and implement an overall system for the implementation of children's rights, and to make the system transparent, accountable and participatory, it creates results far beyond what we could have achieved as Save the Children alone. When we succeed in making governments allocate more resources for children and in strengthening civil society to take on the role of monitoring and fighting for children's rights, of demanding good governance for children and holding those in power to account for children's wellbeing, it makes progress much more sustainable. By documenting what works and sharing experiences, replicating similar solutions in other countries and regions, and encouraging other organisations and/or governments to adopt methodologies and solutions that work, we can amplify our results at scale.

ADVOCACY

Advocacy is an important element of almost all Child Rights Governance work. At the national level, Save the Children:

- supports civil society and children to advocate for a strong child rights framework to be in place
- argues for children to be prioritised in resource mobilisation and utilisation, and for children's policies to be resourced and implemented
- advocates for children's civil and political rights to be respected and for spaces where children can safely make their voice heard and their influence can count
- seeks to influence the behavior and decisions of key actors' child rights realisation and make them see the world through a child rights lens
- promotes solutions to problems that we have demonstrated can yield results in the context

All this advocacy work is based on experience from the ground and/or inspired by evidence from other places.

The role of children and national civil society organisations (including Save the Children Members in their own countries) is crucial for the legitimacy and credibility of our advocacy work - hence space for dialogue and interaction with government and other child rights actors' is crucial. Save the Children and partners advocate for maintaining and broadening this space for citizens to engage in ensuring accountability for child rights and for access to the information needed to meaningfully participate.

At regional and international levels we engage in policy dialogue and advocacy to make relevant actors aware of their responsibility in child rights realisation, to influence development of international frameworks, standards and principles, which will affect children's lives and realisation of their rights and engage with child and human rights bodies to make them more aware of children's realities and make their procedures more accessible and friendly to children.



MAKING IT HAPPEN

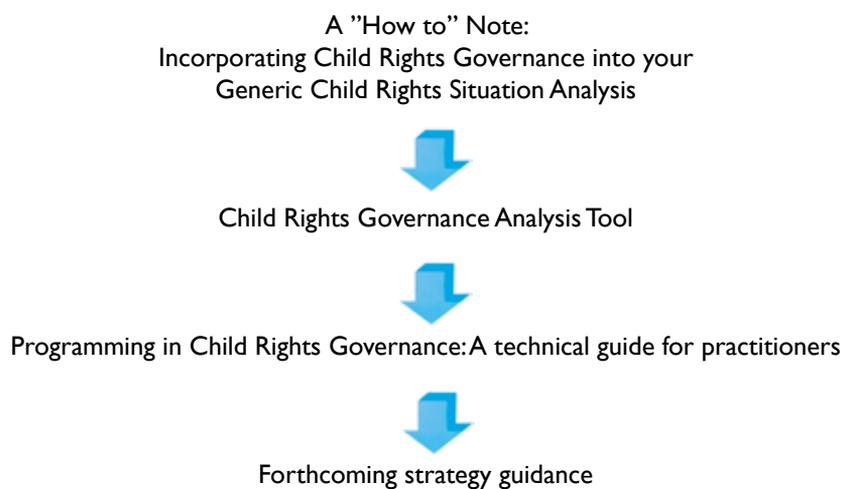
Save the Children Members, country offices, regional offices, advocacy offices and Save the Children's partners and children all play a role in developing, consolidating and strengthening our CRG work. They are supported in this by the CRG Global Initiative that works closely with Child Rights Governance staff through capacity-building events, regional networks of CRG country focal points, CRG working groups on policy, programming and advocacy, and a Steering Group representing key Save the Children Members.¹³ The CRG Global Initiative and individual Save the Children Members also provide technical assistance to support in-country CRG programming. To support fundraising, the Global Initiative has developed a CRG Fundraising Guide which is available on Save the Children's OneNet¹⁴, where current and potential donors and examples of successful proposals are described.

In its coordinating role, the Global Initiative also brings innovative approaches to CRG work, for instance by identifying the breakthrough on investment in children and promoting signature programmes on CRG.

In order to achieve Save the Children's objectives for Child Rights Governance in a country, it is imperative that Save the Children Members, SCl country programmes, Regional offices, Advocacy Offices and the core team of the CRG Global Initiative join forces and move forward coherently in building and strengthening capacity, and mutually supporting each other in funding and implementing policy, programme and advocacy work as well as seize opportunities for promoting good governance for children.

Developing CRG Programmes

Child Rights Governance is a sector that has had little or no programmatic guidance until recently; to fill this gap the CRG Global Initiative has produced a comprehensive CRG programming tool-kit, which includes: 1) guidance on how to do a generic child rights situation analysis 2) guidance on how to carry out a specific CRG situation analysis 3) a comprehensive CRG programming guide and 4) the forthcoming strategy guidance. The Initiative has also published guidance on Universal Periodic Review reporting and related advocacy, as well as more specific guides for particular areas of work¹⁵.



As in other sectors, planning CRG work at the country level starts with a generic Child Rights Situation Analysis to identify gaps in the fulfillment of children's rights and opportunities to improve the situation. If CRG appears to be an important issue, an in-depth sectoral analysis on Child Rights Governance should be carried out. It is strongly recommended to do this analysis, as it is the basis for developing a sustainable CRG programme. In addition, it is strongly recommended that Save the Children staff and partners carry out the analysis, as it is an important capacity enhancing experience for the CRG team and partners. The CRG Global Initiative has developed a tool to support the analysis that will guide you in assessing to what extent the state and others are delivering their obligations under the UNCRC. The 'Child Rights Governance Analysis Tool' is to a large extent based on the General Measures of Implementation [GMI] mentioned above, but it will also help to identify key actors and important governance factors affecting the implementation of children's rights.

Based on the CRG analysis, and on an assessment of the resources, competence and added value of Save the Children and its partners, a CRG strategy should be developed and interventions be designed to bridge the gaps identified. When designing your CRG interventions you can find guidance and inspiration in the CRG programming guide "Programming in Child Rights Governance: A technical guide for practitioners".



FUNDING CHILD RIGHTS GOVERNANCE WORK

Save the Children Members working with country programmes are responsible for fundraising for CRG work and have allocated responsibility for individual donors through an account and sub-account management system. On top of that, Save the Children Members have strong relationships with their 'home donors' and with private sector businesses based in their countries.

Significant funding for Child Rights Governance work already comes from SC Members' home donors and other donors such as EuropeAid. However, the breakthrough area on Investment in Children, with its strong relation to governance work, presents new and untapped funding opportunities, primarily with donors focusing on open governance, good governance, inequality, human rights, democracy, social accountability, citizen participation and transparency, rule of law and civil and political rights. Members' institutional donors and/or Ministries of Foreign Affairs support such governance programmes, but may not see a 'natural' fit with Save the Children unless we keep them aware of and up-dated on our focus on CRG and our Investment in Children breakthrough. Success in approaching these donors is also very often a matter of shaping the way Child Rights Governance issues are expressed according to the donor's agenda on these issues. We have already started seeing positive results of broadening the donor perspective.

CONCLUDING MESSAGE

A strategy is only a piece of paper. Making it real means using it to inform and influence the way that we actually work – whether in programming, fundraising, advocacy, campaigning or media work. To deliver our ambitious goals in Child Rights Governance we need to work in a coherent, coordinated and consistent way as a global organisation. Aligning with this strategy, and contributing to its success, is the best way to ensure that children's rights get the priority they deserve.

By following this strategy we can help ensure that children's rights are realised, that children's lives significantly improve as a result and that Save the Children is seen as:

- The leading global child rights **defender**
- The global **expert** on child rights
- The **mobiliser** of active citizens, including children themselves, to hold governments to account

Save the Children can be justly proud of the work we do to promote, defend and fulfill children's rights. It is an important part of our heritage and our future. This strategy will help us take another major step forward in our journey to make a final reality of children's rights.



Endnotes:

¹2000: Optional Protocol (OP) on the involvement of children in armed conflict; and on the Sale of Children, Child Prostitution and Child Pornography; OP on a communications procedure 2011.

²This guidance is available in the UNCRC Committee's General Comment No 5 on Article 4 - see <http://daccess-dds-ny.un.org/doc/UNDOC/GEN/G03/455/14/PDF/G0345514.pdf?OpenElement>.

³The African Child Policy Forum (2010) The African Report on Child Well-Being 2011, Addis Ababa.

⁴By the end of the first cycle of reviewing the human rights record of all 193 UN Member States, around half of the recommendations developed by Save the Children on child rights issues were accepted by the states under review.

⁵Through the adoption of the African Charter of the Rights and Welfare of the Child, which entered into force in 1999.

⁶From Open Budget Survey 2012 by the Open Budget Partnership.

⁷Global Financial Integrity estimated that 858 billion USD disappeared out of developing countries in 2010 due to tax evasion.

⁸The draft programme guidance is currently available on Onenet, <https://onenet.savethechildren.net/whatwedo/crg/Pages/CRGProgramming.aspx>. The finished programme guidance will be uploaded to the Resource Centre in the beginning of 2014.

⁹There are multiple reasons for why children are left behind and not reached some of them are poverty, location where they live, discrimination because of gender, ethnicity, caste, religion etc., lack of nationality, lack of identification papers/birth registration etc.

¹⁰World Bank, 2010 in Investment in Children, ODI, 2011.

¹¹Marcus et al, 2011 in Investment in Children, ODI, 2011, p.5.

¹²Forthcoming 2013.

¹³Currently co-led by Save the Children Denmark (chair), Save the Children Norway and Save the Children Sweden with the participation of Save the Children UK, Save the Children Finland, Save the Children Canada, Save the Children Spain, Save the Children Japan and Save the Children US.

¹⁴<https://onenet.savethechildren.net/whatwedo/crg/Pages/Fundraising.aspx>.

¹⁵All publications produced by the CRG Global Initiative can be found on the Resource Centre <http://resourcecentre.savethechildren.se/>. Most publications are available in English, Spanish and French. The programme guidance will be available from the beginning of 2014 and is currently available for Save the Children staff on Onenet in draft form, <https://onenet.savethechildren.net/whatwedo/crg/Pages/CRGProgramming.aspx>.

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If you want to read more about Child Rights Governance,
please visit the Resource Centre:
<http://resourcecentre.savethechildren.se>
where you can find and upload materials.