

## Chapter 14. Final Conclusions

In the previous chapter we brought together the information from the organisational profiles. On the basis of that information, a first assessment was made of the CORDAID Children's Programme as a whole. In this chapter, we would like to deepen the issues raised in Chapter 13 and add recommendations. We also come back to the aspects that were raised in the desk study report as deserving special attention. These are: the risks of standardisation; the need for a formal policy document; the need for involving children's voices; a call for more participation in public and internal debate; gender; the pros and cons of supporting religion-related organisations; and the implications and challenges of the new organisational structure. These issues will be discussed in the light of the findings of the field study. As in the previous chapter, the overall structure of this chapter is organized around the seven central questions of the Terms of Reference (See appendix 3). The chapter will highlight that, first of all, we did not, generally speaking, come across information in the field study that strongly contradicted what we had found in the desk study. However, and this is our second point, the field study did yield insights that changed somewhat the preliminary conclusions of the desk study. There were two reasons for this. First, the information in the dossiers sometimes lags behind what actually happens on the ground; second, not all activities undertaken by the partners are mentioned in the dossiers. This is particularly the case with lobby and advocacy that is often not explicitly mentioned in the dossiers because it is so much integrated in the activities to seem evident and therefore not worth mentioning. The discussions with the staff, with the management, and with the different stakeholders have helped deepening our understanding of Cordaid's policy. Added to field observations and (in)formal exchanges with children, the inclusion of new perspectives have helped refine the terms and gain a deeper sense of the context of issues and how they should be framed to be effectively addressed. Thirdly, we found particularly the inclusion of children's voices extremely positive. Because of the numbers of the children present in group meetings, and the limited time we had to build rapport with them, it was not possible to go into very much depth. However, group interviews and participatory activities enabled many children to share their ideas about the project and tell us about the changes that have taken place in their lives. We argue that a reliable assessment of both effect and impact cannot do without the participation of the intended beneficiaries, not only also, but probably especially, when these are children and can therefore all too easily be muted.

### 14.1 Cordaid's support policy

#### *Coherence and formal back-up*

One important finding from the desk study is the unavailability of a formal policy documents for the children's programme. In the field study we came to understand a bit better the need for such a document, but also the challenges that come with it. Cordaid's Children's Programme can be typified as one that is led by empathy with the poorest in society rather than strict "principles" or "rules". The Programme focuses on empowerment of groups hitherto marginalised. Further, it does what needs to be done for children in close dialogue with those directly concerned and without imposing views from the management or the head office. These choices are embedded in what Cordaid calls its "Samenlevingsvisie" (social philosophy) <sup>1</sup>.

Cordaid is also sceptical of "NGO-talk". Following the latest trends in NGO intervention strategy or keeping a high media profile are less important than maintaining long-term relationships of trust and dialogue with partners and beneficiaries. Cordaid does not believe in protocols or technicalities. Its "secret" is authenticity: this is what a seemingly heterogeneous assortment of projects have in common. They have not been selected because they represent an ideal-typical model, but because they, all in their own, peculiar way, have demonstrated to be authentic local initiatives that are able

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<sup>1</sup> In this "Samenlevingsvisie", the following values are central: subsidiary relations, social justice, human dignity and stewardship.

to function in relative autonomy and can be sustained in the long term. Finally, immaterial inputs such as human dignity and social justice are typically more important for Cordaid than the “things” it supports financially. This marked peculiar character of Cordaid’s Children’s Programme does not easily fit into the technocratic managerial approach that dominates NGO theory today, which may explain the absence to date of a clear policy document on the Children’s Programme.

We feel that, in order to gain more public support, Cordaid could be more explicit about the core values of its social philosophy and how it connects to approaches adopted for the Children’s Programme, highlighting its long-term commitment and past record in supporting the weakest in society and particularly children. Inspiration may be found in reviewing both the past history of this social philosophy and in engaging with recent international debates on the role of Faith Based Organisations (FBO) in international development. What is the difference, for instance, between Cordaid’s social philosophy and that of the teeming evangelical development organisations?

We feel that the first step is to develop a clearer policy document or a sort of guideline for the children’s programmes that both clearly defines Cordaid’s originality and demonstrates its relevance for addressing contemporary development issues in ways that are graspable and acceptable to both the public and the wider development community. To acknowledge the good and trusting relationship with the partners, setting up such a policy/ guideline could be done in close consultation with them. This would also work as a further proof that there is such thing as a “Cordaid” method. The findings of the evaluation could be used in support of such a consultation. Most organisations explicitly wish a policy document: they are learning organisations and such documents would enable them to do a better job.

#### *Faith Based Organisations (FBOs)*

In the desk study it was mentioned that Cordaid intends to increase the number of FBOs in its portfolio. FBOs strong points (the strong embedding and good image in the local context, and the commitment of the staff) were confirmed in the field study. In the preliminary findings we mentioned the problem that FBOs may witness high turnover of staff and that religious considerations may have priority over professional ones in staff appointments. We did not observe this problem during the field study. What we did observe was that FBOs supported by Cordaid tend to have a stronger welfare approach and a stronger reliance on institutional care. The degree of children’s participation in their projects also seems to be lower. Both the strong and the weaker points of FBOs need to be carefully discussed when considering expanding the programme.

#### *Child labour*

In the Children’s Programme, two sets of approaches coexist that are viewed in the Netherlands and other Northern countries as incompatible. One set of coexisting approaches consists of the abolitionist approach (as supported by ILO/IPEC) on the one hand and local empowerment solutions on the other. A second set of approaches, related to the first one, is formal education as an anti-dote against child labour versus a focus on informal training in combination with work. The coexistence of different views does not seem to be problematic locally and we therefore do not consider it a weakness that Cordaid supports both types of approaches. In our view it rather illustrates Cordaid’s approach as outlined in the section on *Coherence and formal back-up* above.

#### *Child Rights Programming*

The fieldwork underlines that Cordaid has not devoted a lot of attention to the issue of Child Rights Programming. More in particular, there is no clarity which interpretation of Children’s Rights underlies its approach. The partner portfolio reflects this lack of clarity, as the organisations’ approaches to children’s rights range from a limited (for example CESIP and Pangarap) to a comprehensive approach (DNI and Manthoc). This range need not be seen as a weakness, provided it is clearly linked to Cordaid’s approach, in other words that it can be justified as resulting from the uniqueness of the local experience of the partners. Further, a formal adherence to Child Rights Programming need not necessarily translate in more impact and there may thus be situations in which, supported by arguments, it can be justified not to do so.

With respect to the issue of NGOs taking responsibility for tasks that would normally have to be taken up by the state, we also think that this is not necessarily a negative point. It is particularly defensible when for whatever reason the state is unlikely to assume its responsibilities towards children in the short or mid-term or when the NGO is able to deliver a much better quality service. This is for example the case with street children's shelters or informal education for working children. However, taking over should always be done in combination with lobby and advocacy, in other words with activities directed at engaging the state in one way or the other. We also think that in such cases a clear exit strategy should be planned.

#### *Embedding of the Children's Programme within Cordaid*

One thing that all Cordaid's partner organisations have in common is that they work for or with children until 18 years old. This is, and some of them also explicitly refer to that, in accordance with the CRC. During the evaluation research the Children's Programme knew temporarily an age limit of 15-year. In the meanwhile this limit has been removed.

#### *Organisational capacities & capacity building*

In the previous chapter, we concluded that the organisations in Cordaid's portfolio are learning organisations, which are open for development and reflection. This is also reflected in a number of trainings organised at regional level on resource based management, indicators and how to measure impact. Several capacity building aspects could be taken up by Cordaid in future trainings. These are the documentation and systematisation of experiences, the use (and misuse) of Result Based Management, monitoring and Child Rights Programming. More in general we think it would be useful for Cordaid to make a regular inventory of capacity building needs that exist with the partners. We found that there is a rather good awareness of the organisational weaknesses and challenges, and this way, Cordaid's training programme can be well adapted to the organisations' needs.

#### *Result Based Management*

In the discussions with the partner organisations, Result Based Management and the Logical Framework Analysis seemed to be understood and applied in different ways. We feel that Cordaid should clarify to the partners that their aim is to make their work more effective and sustainable through Result Based Management. One possible tool is the Logical Framework. Partners who feel they need to be trained in using this tool should be supported. Such a training should include the question how to go beyond a merely instrumental, quantitative analysis, to make the Logical Framework Analysis (or similar tools) a truly participatory process of problem identification and analysis. Partners who are more reticent should be allowed to develop and use their own style of planning and reporting, provided it reflects a style of management that acknowledges the importance of identifiable results and indicators.

#### *Relation with the partners*

We saw in the previous chapter that the partners are generally positive about the relation with Cordaid. There were also a number of recommendations. Both the positive points and the challenges that were mentioned by the partners are related to the already mentioned felt lack of a coherent policy document or conceptual framework for the Children's Programme. Such a document could usefully be based on experiences of the partners, as they represent valuable inputs for the development of new policy.

The lack of a clear and strong policy gives the partners a rather large degree of freedom. This has many positive sides, and the appreciation that partners have for Cordaid (we are taken seriously, the relationship is equal) is definitely related to this. At the same time, partners feel they are insufficiently informed about Cordaid's policy or its views on child protection and children's rights. They also say they would like to get more input to their work that goes beyond mere technicalities. Following the recommendations made by the partners, we think Cordaid should engage more actively with its partner organisations. This however should not be at the expense of the present cordial and open relationship that exists between them. We feel that intensifying Cordaid visits can

be an important way of showing that Cordaid is not merely sending money, but really cares. Cordaid should also think about the desirability of informing and integrating the partner organisations more in Cordaid's policy-making. The idea of a newsletter, as suggested by one of the organisations, may be a good option that is relatively easy to realize. According to head office this has been tried before, and it would thus be good to find out why it aborted and if the desire to learn about what others do is also shared by other partners. If this is so, a newsletter should be complemented with regular partner meetings. However, we also had the impression that partners may be more interested in the at times rather powerful networks in which they already participate than in exchange with people working in radically different contexts.

## **14.2 Intervention strategies**

Cordaid's partners employ a broad range of intervention strategies, ranging from direct support and empowerment (under the heading of direct care) through civil society building to lobby and advocacy. Most of the interventions work on the two complementary levels, i.e. the individual level and the society/ community level. To some extent they seek to combine direct care with a rights approach though in a limited interpretation. The broad range of intervention strategies reflects Cordaid's policy and should therefore be maintained. At the same time, we think that there are issues that would profit from being more clearly addressed than is the case now: empowerment; the focus on children; lobby and advocacy. We discuss them in order below.

One issue that needs clarification is, first, the issue of empowerment and its role in strategies of direct care. For Cordaid, "direct care" comprises both the provision of services and material support to people in need and activities oriented towards the strengthening of their position (empowerment). The two elements are rather different, but they are now grouped under one heading. The analysis in the previous chapter suggested that organisations who focus on the provision of services score low on impact and sustainability. These organisations risk engendering a high degree of dependency of the target group on their activities. A well elaborate focus on empowerment may strengthen the interventions. This is, of course, not a new insight. It is however something that needs to be integrated in the Children's Programme policy and communicated to the partners.

A second issue with respect to intervention strategies that deserves attention is the focus on children. In the previous chapter we saw that several organisations have a community development approach and focus both on parents and children. Others choose to focus solely on children. We feel that an exclusive focus on children may not be the most effective way to assist vulnerable children and achieve impact. Children need attention as a specific group, but it is within the broader society and in interaction with adults that their rights should be fulfilled. In this respect, it was telling that several organisations with a sole focus on children, when asked for challenges they saw for the future, expressed the need to start working with the children's parents. We therefore recommend that Cordaid encourage these partners to reflect on how to include parents, the circle of kin and the community as knowledgeable actors in the work they do.

Community development approaches have their problems as well, particularly in cases where communities show high degrees of inequality between rich and poor, men and women and adults and children. They risk being less attentive to the specific problems of vulnerable children than childfocused

projects. We recommend that Cordaid encourages partners who take a community-based approach to make sure that children get sufficient attention and that they are included in the projects as active and valuable actors in their own development and in the community development process. Another point to keep in mind in community development projects is the risk of a community becoming over-dependent of the NGO.

A third issue in Cordaid Children's Programme is the lobby and advocacy pillar. We observed that organisations tend to integrate this pillar in their activities without having clear goals and audiences defined. Cordaid seems to be well aware of the needs in this respect and delivers workshops on L&A in the regions where it is active. However, there is a need for follow-up. The organisations which

specialise in L&A could usefully play a role as trainers here. We however also warn against expecting miracles from L&A. Changing laws will not automatically change the social structure that is at the backdrop of the phenomenon of street and working children. Direct care in combination with L&A may therefore seem the best option, even if context remains extremely relevant and no easy generalizations can be made.

### *Alternative Models of Care and Juvenile Justice*

In the previous chapter we saw that Alternative Models of Care and Juvenile Justice are taken up by some of the organisations in Cordaid Children's Programme portfolio. We think the two themes chosen by Cordaid as focal themes for the coming years are a good choice. Alternative Models of Care connects well to the reality of interventions being carried out by the group of Catholic, mainly direct care providing, organisations. The embedding of these organisations in the local context and the personal and professional commitment is strong, and they are thus valuable partners for Cordaid. Partners should innovate the care that is provided to keep it in line with changing contexts, conditions and ideas about the changing life worlds of working and street children.

Cordaid's portfolio has several – thus far unused - opportunities to start a discussion about Alternative Models of Care. One example is Bahay Tuluyan. This organisation runs two street children shelters near Manila, and although these activities are not funded by Cordaid, they could benefit from reflections on the types of care offered. An important consideration, linked to the remarks about Marialaya and the challenges they face, is that it would be good for Cordaid to be as flexible as possible in interpreting, together with the partners, the idea of Alternative Models of Care. The focus should be on alternatives, not on models. Another recommendation is to explore the ways in which organisations working with street children approach and engage with the children's parents or care takers, as they are now too often left aside.

Cordaid's decision to adopt Juvenile Justice as a focal theme for the coming years reflects the view of several partner organisations that it is an urgent topic in their national context. The way Juvenile Justice is defined by Cordaid comprises many different aspects. We saw that this also applies for the ways in which Juvenile Justice is defined by the partner organisations (see Table 6 in Chapter 13). In dialogue with all these organisations, it would be good to define and conceptualise the concept of Juvenile Justice in a more precise way. This would enable the sharing of experiences, and it would help in building up expertise on the issue within Cordaid. One point of interest could be a discussion about ways for organisations to implement policies, committees or other bodies internally, so as to fulfil (national) standards regarding work with children.

Another recommendation is to start a dialogue with the Latin American partners to see how they could integrate a Juvenile Justice focus in their work. In concordance with the desk study, the field visits confirm that Juvenile Justice has not been taken up by Latin American partners

### *Gender*

Gender is an issue which does not receive a lot of attention in the children's programme. Furthermore, gender is understood in rather limited terms at the moment. This also goes for the projects which focus explicitly on girls. Even here an analysis focusing on, for example, the differential impact that developments have on boys and girls, is not very strong. We think Cordaid would have to pay more attention to this point. One way of doing this is by including a sound analysis and guidelines in the policy document for the children's programme. Furthermore, we think there is a need for more gender training, both for Cordaid's staff members and for its partners.

Even if gender does not play a prominent role in the partner organisations' projects, the Children's Programme does not seem to suffer from gender discrimination. Here again, the particular Cordaid approach discussed in the first section of this chapter may explain this state of affairs, though we did not have the opportunity to test this in the field.

### *Education*

Cordaid explicitly states that the Children's Programme does not finance education. In the desk study

we already observed that quite a number of organisations were in some way or the other active in the field of education. This was confirmed in the field studies. Organisations provide for example home work classes, and they organise bridge courses for children who have dropped out of school. These non-formal education activities are valuable elements in the partners' interventions, and it would be good if Cordaid would acknowledge these forms of education as important aspects in the Children's programme.

### **14.3 Effectiveness and impact**

In general, we conclude that what the organisations do, in concrete practical terms, they do it well. The organisations supported by Cordaid are organisations with experience in what they do and that accomplish what they have planned to do, at least in concrete terms. The children and community members are also generally satisfied with the NGO's work and they point at significant changes that have taken place in their lives. The fact that several organisations are active in, or are starting activities on L&A, does probably mean that the potential impact of the organisation's work is on the increase. This is something that Cordaid and its partners should cherish, and also something that we recommend should be communicated more strongly to the general public.

The long term impact of the project activities carried out by the organisations has been difficult to assess because most partners do not carry out impact studies and are generally weak on following up children who have left the project. Impact studies are costly undertakings and we would like to warn against a situation in which such impact evaluations are given higher priority than alleviating the dire needs of extremely vulnerable children. At the same time, we think that impact studies, when carried out well and with clear aims, can provide valuable input for the improvement of the services delivered by the organisations.

Cordaid could certainly focus more strongly on strengthening the partners in their approaches and strategies towards more impact and sustainability through the following strategies:

- Encourage partner organisations to get a better insight in the long term effect of the work they do, quantitatively but also qualitatively. Discuss with the organisations how certain (new) elements in their policy or project could contribute to achieving good impact.
- Make sure that a focus on impact is already included in the project proposals. Discuss with the partner organisations what they see as criteria for assessing impact, and make sure that appropriate assessment tools are being designed.
- It would be good to develop together with partners (e.g. in regional partner meetings) viable impact assessment that includes both the directly measurable (quantitative and material) and the more qualitative effects of children's projects. In other words, a tool for impact assessment that does justice to Cordaid's own identity, the variety of organisations and interventions and the call for more clarity on assessable impacts.

### **14.4 Relevance**

The work carried out by the partner organisations is responding to urgent problems in the particular local context in which they work. The relevance of the projects is thus a very strong point in Cordaid's programme. There may be a link here with the Catholic orientation of several of the organisations (which are known as particularly strong on local embeddedness).

Further steps could be taken in the field of community participation, and more in particular in children's participation. There are many different forms of children's participation possible and they are not necessarily commensurable. In the different local contexts, the ways children's participation is being taken up is probably a step forward, and there are signs in several projects that parents or people in the community start to take the children's ideas seriously. This may also lead changes in the families of these children. There are however also challenges. Some forms of participation seem to be geared towards granting (older) children representation in adult spaces. Though useful in imparting leadership skills to older children, we feel that they risk excluding not only the younger children but also the children who have no aptitude for leadership. Other forms of participation, such as simply helping out with organising events or other activities are certainly relevant but may not

have the expected empowering impact. Partners could fruitfully consider ways to impart skills in decision-making and management using for example self-managed children's clubs. Cordaid can definitely play a supportive role in this. We also recommend that Cordaid help organisations to find ways to involve children in the development and design of projects and activities directed at them. At this moment children are not playing a very significant role in the design of projects; their participation is often limited to the phase of implementation.

### **14.5 Efficiency**

In the previous chapter, we concluded that organisations are usually active in many different networks and they cooperate with other organisations. However, cooperation is often limited to experience sharing and cooperation on topical issues. We think that Cordaid could play a guiding role in developing cooperation in other fields as well. Particularly when organisations want to make a move towards more lobby and advocacy, they will have to start using their networks in another way, i.e. give more emphasis on joint media campaigns or coordinated action in the political arena. Organisations could also build on each other's work; for example a lobby organisation that integrates the experiences of direct care organisations in their political/ media campaigns.

Setting up partner networks and promoting the contact between partners is not an easy task. It should be realised that partners' enthusiasm and willingness to invest time in it, as expressed in most of the partner profiles, can and will not always be put in practice. Many organisations are very much focused on their daily work, and on the survival as organisation, and although they see contacts with others as important, it is not necessarily a priority. Therefore, it is even more important to adjust the type of networks and the topics of partner meetings to the needs and realities of the partners.

#### *Coherence: the challenge of cooperation between unequal partners*

With respect to the specific issue of contact and interaction between the Cordaid partners, we would like to take up an additional point here. Cordaid stimulates the contact and sharing between its partners, in the hope that a process of mutual learning takes place. The wide scope of projects and intervention strategies, evinced by this study, may seem an obstacle but is not necessarily so as they can represent a good starting point to connect different strategies. For good L&A work, input and feedback based on experiences with direct care on the ground is vital. And, vice versa, for direct care work on the ground to have more sustainable impact, a link to lobby and advocacy is essential. This kind of cooperation between non-equal organisations, according to the Cordaid staff part of coherence, is much more difficult to reach than the straightforward cooperation between equals for a concrete project. However, there is also much to gain from a cooperation between unequal partners and it would be advisable for Cordaid to develop ways to stimulate and enable it. A concrete idea would be to organise a meeting around the questions: How could you use experiences from others to improve and expand your own work?

### **14.6 Sustainability**

Organisations see the sustainability of their activities as important. We think (and this is in fact acknowledged by several organisations) that the degree of sustainability of the activities is not very high. A particular problem related to sustainability is the lack of exit strategies, i.e. strategies that work towards the organisation leaving the project area. This is something that organisations apparently do not include in project proposals on their own initiative. If Cordaid considers this to be an important issue, they will have to include questions about it when negotiating project proposals. Exit strategies could also apply to strategies that enable the organisation to continue its work when Cordaid's support ends. Our observation is that most organisations rely to a large extent on Cordaid's support. That is inevitable and not per definition problematic. It is important though to make sure that especially the organisations for which Cordaid is the main donor awareness is created about the possibility that Cordaid may leave at some point in the future. In that respect, the focus on local fundraising, with training sessions and support trajectories, that is already taking place should be continued.

### *Replicability*

The partners highlighted that several aspects of the projects could be replicated in other settings. There are also several lessons from past experiences that can be useful for others. This is not a high priority for the partners though. The responsibility for stimulating the diffusion of the rich amalgam of experiences of partners lies therefore with Cordaid. The potential is there, and organisations seem to be quite open and willing to reflect on their experiences with the aim of sharing them with others. The actual form that Cordaid's initiative could get ranges from a workshop with several partners in the region to exposure visits with follow-up and the distribution of an electronic newsletter. This would also meet the wish for more exchange between partners that was expressed by several organisations. In any case we think it is important to include staff of different levels in these exchanges.

### **14.7 Recommendations**

Cordaid has a rich portfolio with locally well-embedded organisations that clearly mean something for children they work for. Children and communities are also generally positive about the organisations.

Challenges for the Children's Programme lie particularly in the longer term impact and sustainability of the interventions. On the basis of the entire evaluation (desk study and field study), and in particular in view of enhancing the impact and sustainability of the interventions, our main recommendations are the following:

#### *Coherence and formal backup:*

- Write a policy paper, in close consultation with partners, that:
- Clearly explains the meaning and relevance of the concepts used in relation to the various strategies adopted to support street and working children.
- Connects to Cordaid's social philosophy ("Samenlevingsvisie"), highlighting its long-term commitment to human dignity and social justice and its record in supporting the weakest in society and particularly children.
- Use this policy paper to engage with other child-oriented donor NGOs in the Netherlands to clarify and publicise Cordaid's approach in supporting street and working children.
- Pay more attention to Child Rights Programming, which entails:
- Clarity about the specific interpretation of Children's Rights that underlies Cordaid's approach.
- The principle that direct care activities, taken over from the state should always be done in combination with lobby and advocacy and should be accompanied by a clear exit strategy.
- Be reticent with standardisation of procedures and criteria, as this may lead to losing what may be one of the most positive aspects of Cordaid's work, the flexibility in allowing for contextualised activities and solutions.

#### *Capacity building and relation with partners:*

- Focus in future trainings to partners should be on: documentation and systematisation of experiences, the use and (misuse) of the Logical Framework Analysis and Result Based

Management in general, monitoring and Child Rights Programming. Further we recommend to make a regular inventory of capacity building needs that exist with the partners.

- Provide training in the use of planning tools such as the Logical Framework Analysis that can help organisations in planning and monitoring and to make the implicit logic in their projects explicit.
- Clarify to partners the aims of Result Based Management and, as long as the general principles are acknowledged, give partners the room to use their own planning tools to implement it if they feel that these are better suited to give a full picture of their activities.
- As to the religious organisations: keep these organisations in the portfolio, building further on their strong points (local embeddedness and social justice approach), taking into account their

potential weaknesses. Complement the portfolio with non-religious partners, to explore new approaches, and to be able to create cross linkages between them.

- Engage more actively with the partner organisations in view of strengthening Cordaid's intention to be a donor agency that really cares.
- Develop ways to communicate more systematically with partner organisations about Cordaid's policy.
- Develop clear and diverse communication material about Cordaid and its policy for the partners (in different languages).

#### *Intervention strategies:*

- With respect to community based approaches, we recommend that support should be continued under the condition that street and working children get sufficient attention and are included as active actors in the process.
- Also child-focused approaches should be continued, under the condition that partners reflect on and share experiences about how to include parents, the circle of kin and the communities as knowledgeable actors in the work they do.
- Discuss with the partners how a situation of dependency of the target group on the NGO can be minimised.
- Support organisations to engage more in lobby and advocacy and encourage them to develop coherent lobby and advocacy policies.

#### *Alternative Models of Care and Juvenile Justice:*

- Continue the focus on Juvenile Justice and Alternative Models of Care. Develop a clearer and more precise understanding, together with the partners, of the concepts stressing "alternative" rather than "models".
- Start discussions with all partners about making the care they provide more closely attuned to the changing life worlds of street and working children.
- Start a dialogue with the Latin American partners to see whether integrating a stronger Juvenile Justice focus in their work would be useful in the Latin American context and, if yes, support them in doing so. Both the desk study and the field visits suggest that Juvenile Justice is not a central focus for the Latin American partners.

#### *Gender:*

- Pay more attention to gender issues, for example by:
  - encouraging partners to analyse the differential impact that their project have on boys and girls
  - including a sound analysis and guidelines in the policy document for the children's programme
- Organise more gender training, both for Cordaid's staff members and for its partners.

#### *Effectiveness & impact:*

- Street and working children have pressing needs that must be balanced against measuring effectiveness and impact. Cordaid can encourage partner organisations to try to make explicit what they see as the long term effect of their work, qualitatively but also, when possible, quantitatively.
- Encourage reflection on impact, criteria for impact and appropriate assessment tools during negotiations of new project proposals.
- Consider including questions about exit strategies in the negotiations on new project proposals.

#### *Children's participation:*

- Encourage organisations that do not involve street and working children in their policies to do so.
- Encourage partners to reflect and discuss with children, their relatives and the wider community about the different possible meanings of participation and how it can/should be brought into practice.
- Support organisations to find ways to involve children in a meaningful way in the development and design of projects and activities directed at them.

- Support partners in developing ways to impart skills in decision-making and management in street and working children.

*Cooperation and networking:*

- Support organisations in developing forms of cooperation that go beyond experience sharing and cooperation on topical issues
- Develop ways to stimulate and enable cooperation between partner organisations that work with different intervention strategies
- Develop ways for partners to become (more aware) of good practices in their projects and create spaces for exchange between them (replicability)

*Participation in debate:*

- Cordaid should consider engaging more often in public debates on, for example, child labour or Children's Rights in order to bring the specific profile of Cordaid's children's programme into prominence.