

**The Project Fund: APPENDIX 10**  
**Format for the Final Report**  
 Format for final report for projects and partnership activities

## FINAL REPORT

In the following format, the sizing of the fields is only guiding. The total report may not exceed 8 pages.

Danish applicant organisation:	Stairway Danmark		
Project title:	Udvikling af ressourcecentre til forebyggelse af seksuelt misbrug af børn i Filippinerne		
Journal nr.:	08-574-PA-apr		
Country(-ies):	The Philippines		
Period:	1.10.2008-31.12.2010		
Total budget:	400.000 DKR	Actual expenditure:	402.595 DKR

25. juni 2010

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Date

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Person responsible (Signature)

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Person responsible (Block letters)

## List of Abbreviations:

<b>SDK</b>	Stairway Danmark
<b>SFI</b>	Stairway Foundation Inc.
<b>KNH</b>	KinderNotHilfe
<b>PCMN</b>	Phillipines Chindren's Ministries Network
<b>CSA/E</b>	Child Sexual Abuse/Exploitation
<b>CR/CSAP</b>	Children's Rights/Child Sexual Abuse Prevention
<b>LGU</b>	Local Government Unit - primarily the local branches of The National Police and the Department of Social Welfare and Development

### 1. Activities:

Describe in point form the activities which have been implemented during the report period.  
Have all planned activities been implemented?

All the planned activities has been implemented - though the strategic plan for SFI and the formulation of the second phase of establishing of the network of partner organizations are still in process and will be completed before the end of august 2010.

### Objective 1: Strategy and Organizational Development

- The SFI management team has been consolidated and staff is organized in 3 columns/departments within the organization, each with its own head. The delegation of areas of responsibility is already in function, and hiring of an assistant director or COO is in the process. This has been achieved in close dialog with Stairway Denmark in collaboration with Business Psychologist Benedicte Maul.
- Representatives from the board Stairway Denmark have visited SFI twice in the project period. CEO Lars Jørgensen and coordinator for the CR/CSAP-team Ysrael Diloy visited Denmark in September 2009, and Business Psychologist Benedicte Maul spent a full week at SFI in February 2010. All have participated in discussions about strategy and future organization.
- The resulting five year overall strategic plan for SFI has been discussed by the boards of Stairway Danmark and SFI and will be finally approved by the board of SFI in august 2010 after consultations with SFI's main donors KinderNotHilfe and Legér Foundation. *See Annex 1: SFI Strategic Plan 2010-2015*

### Tools and facilities for training and communication:

- The animation toolkit trilogy that makes up the basis for all CRC/CSAP trainings was completed with the launch of the latest film, Red Leaves Falling. The completed toolkit has now been endorsed by UNICEF Philippines.
- The video production of the theatre advocacy piece "Cracked Mirrors" has been completed.
- It was planned to develop a training video, but due to the massive content it was decided to write an extended training manual instead. *See Annex 2: Training Manual CSAP (Note: Electronic PDF-version only)*
- A new theatre/multi-function building at SFI Resource and Learning Center with a large stage area for creative presentations, conferences, seminars and workshops as well as consultations rooms for small groups has been completed *(Note: Not in the budget for this project. Financed through a donation of 350.000 DKR from Lauritzen Fonden.)*

### Objective 2: Establishing a network of partner organizations in the Philippines

- SFI has selected 8 partner organizations and secured commitment and formal agreements with the participating parties. The 8 organisations are: BAKYAS in Bacolod, KAPASKI in Bayawan, Kaibigan in Manila, Food for the Hungry in Navotas, Northern samar in Samar, Lingap in Batangas, Pagugmad in Davao and Lagro Maligaya in Caloocan. The partners are distributed in large part of the country from Manila in the North to Mindanao in the South. The last mentioned will not continue in the second phase of the project but will continue its own CR/CSAP activities.
- A steering committee was established with the responsibility of establishing and building the network, planning and coordination the project, collecting experiences and clarifying future

possibilities. The committee consists of representatives from the participating organizations along with SFI, KNH Philippines, and PCMN.

- The partner organizations have been trained in accordance with the detailed implementation plan (see Status Report of 24. February 2009) and supported in institutionalizing CR/CSAP in their programs.
- A set of Standard Operational Procedure (SOP) for implementation of CR/CSAP programs has been developed based on the general and specific learning from the pilot phase, summarized in two evaluation documents in January 2010. The SOP handbook will be a tool for all future partner organizations. *See Annex 3: SOP CSAP*
- All along, all activities and results have been documented and evaluated with the purpose to stress learning within SFI and in the participating organizations, feeding information to the future plan for further collaborative efforts in the network.

### **Objective 3: Describing a second phase of the project**

- Development of long term strategy plan for continued collaborative efforts with the 8 partners has been in the process over the entire term of the project and was concluded after the final meeting in the steering committee. *See Annex 4: Concept CSAP Resource Centers*
- A concept and sketch to a second phase project for building a network of partner organizations has been completed in close collaboration between SFI and the 8 partners in the pilot phase. A project plan will be completed and an application for The Project Fund will be submitted in august 2010.

### **2. Adjustments of the intervention in response to the original letter of approbation from the Assessment Committee.**

Describe actions taken as a result of any “good advice” or suggestions concerning adjustments which were raised in the original letter of approbation from the Assessment Committee (It is not necessarily to fill this part out, if none were mentioned).

If you have chosen not to follow the advice, state the reasons why.

The PATC stressed the importance of including the local government stakeholders in all the trainings. Both SDK and SFI agreed to the suggestion, and as advised we included the LGU representatives even in the para-counseling training, which was not in the initial plan. SFI financed the additional participants from saving on the steering committee meeting, which was limited to 2 sessions (plus email communications) and from SFI Staff Training. The remaining deficit was covered from the budget margin.

### **3. Problems.**

Have there been problems during the implementation of the intervention?

Overall:

- The planned project period of 12 months turned out to be unrealistic so SDK got a no-cost-extension from the PATC in 2009 and a further extension of the deadline for reporting in February 2010.

External to SFI:

- Limited manpower, financial resources, and equipment in some organizations.
- 1 of the 8 partners will not participate in Phase 2 of the project due to lack of resources and motivation.
- Disparity of participants’ levels in terms of experiences in training and advocacy.
- Project partnership background was not communicated properly to some of the organizations Board of Trustees during the initial stage.
- Recurring fear of the organizations on how to handle disclosures and cases of sexual abuse.
- Some of the local police and social welfare office counterparts of the partner NGOs had problems in terms of continuity of persons assigned for the project. There were lapses in coordination and networking amongst local area partners (NGO, DSWD and Police).

- Late or non-submission of reporting forms from some partners.
- Delay of implementation of plans due to proposal and reporting deadlines from other funding agencies of partner NGOs.

Internal to SFI:

- The addition of a new project documenter meant that she had to catch up with the project status, understand the different project nuances and adjust to the organization, which she never managed to do.
- A new staff had to resign due to personal CSA experiences that had never been dealt with.
- Stairway focal persons couldn't closely monitor the project partners and their implementation as often as they wanted to.
- Lapses in directly sending project implementation feedback to the steering committee members.
- Budget adjustments were made because of budget limitations of some of the partners and because of prioritizing the participation of the LGU partners at all levels.

#### **4. Objectives and results achieved.**

Explain in point form how the intervention has reached the objectives described in the application.

(The Project Fund: Application forms for Small-scale and Large-scale development: section C.2., Application forms for Partnership activities: section C.1) (The Mini-project Fund: All application forms: section B.5.)

Seen from the perspective of Stairway Denmark the project has been highly successful. During the project period SFI has consolidated its own organization and strategic thinking while finishing the development of films, training manuals and other practical tools in the effort of CR/CSAP. In parallel the foundation has been made for building a strong network of dedicated partners throughout the Philippines, who can further strengthen and expand the CR/CSAP-activities. This point to further development of SFI as a resource and training centre, while the actual fieldwork is primarily implemented through a growing network of partners - in the Philippines as well as in other countries.

*Objective 1: SFI will have formulated a long-term strategy plan in cooperation with board, management, employees, and the most important cooperation partners and donors. The SFI organization must be developed and strengthened in accordance with the above principles, being capable of realizing the strategy plan.*

- Based on several meetings and consultations between the SFI management team and the SFI board, SFI has come up with and implemented a plan for an organizational structure that will make the organization more effective and less vulnerable and dependent on individual members, and which can support the organization's strategic plan for the coming years. In this process, SFI has benefit from consultations with Stairway Denmark and 2 external capacities, Mr. Francesco Caruso, Head of Child Protection from the Hong Kong based ADM Capital Foundation, and Business Psychologist Benedicte Maul, who has assisted several large corporations in consolidating and planning. See *Annex 5: SFI Organisational Structure and Annex 1: SFI Strategic Plan 2010-2015*.
- Stairway Denmark has observed that the SFI organizational set-up has been greatly strengthened through the consolidation of the management team, thus reducing its dependence of CSO Lars Jørgensen. In 2009 both Lars Jørgensen and co-founder Monica Ray was away from SFI for a period of more than 10 weeks without this leading to any interruptions in operations and activities. We take this as an indicator of a more robust and self-sustainable organization.

*Objective 2: A network will have been established, consisting of 8 cooperation partners who will all have been through the SFI training program and will be ready to institutionalize the CR/CSAP. Each of the partners will have committed themselves to ongoing work in a long term project which aims at capacity building them into actual resource centres.*

- The 8 partners have finished the initially defined SFI training program and they are all implementing CSAP within their organizations and communities. The integration of CSAP into their existing programs, and in particular, the inclusion of CSAP in their 3-5 year donor proposals serve as an indicator that they have embraced CSAP. Although the partner organizations haven't reached the status of being CSAP Resource Centers (as being a resource centre entails the organization to train other NGOs to become advocates), they are all highly motivated to continue their training and cooperation in order to reach that goal and pursue our shared vision.
- An important objective in the project has been to establish a close collaboration between the partner NGO's and local counterparts in the local police and social welfare office by building capacity; establishing a formalized framework for a daily working relationships; plus advocating for a stronger focus on CR/CSAP in the LGU's. This has been achieved in high degree. Representatives from local police and social welfare offices have participated in all training and in each of the 8 districts the partners report a much improved local collaboration.
- Summarized CSAP accomplishments by the project partners March 2009-April 2010:
  - From the start of the project collaboration, the project partners have reached considerably numbers thru the different sectors they partner with. Each organization have conducted activities ranging from one day CSAP sessions for professionals, short CSAP sessions for children, and even local radio guestings promoting CSAP.
  - The 8 partners have reported reaching a combined number of 1,800+ children. These include community based CSAP sessions for children as well as in-school student sessions, all using SFI's animations as platforms for the sessions.
  - They have also reached a total number of 1,500+ adults, comprising of parents, teachers, social workers (both government and NGO), law enforcement and Barangay officials/workers.
  - Their partnerships with their local government units have been strengthened as expressed by the partners, and they have managed to expand their local networks because of CSAP.
  - All organizations have integrated CSAP into their organizational work plans and are doing the CSAP sessions on a regular basis.

*Objective 3: The project committee will have formulated a specific project which will make up the next step in the implementation of the SFI methods of strengthening children's rights and prevention of child sexual abuse. The project will encompass the network of partners and will be formulated in cooperation with them.*

- The focus of the final Steering Committee Meeting was assessment and evaluation of the Pilot Project, as well as developing the concept for continued orchestrated efforts in prevention and treatment of child sexual abuse. It was very encouraging to hear from all the heads of organizations what they saw as their gains over the year of partnership. Every one of them really appreciated the new capacity of their respective organizations, while they were also aware that a lot more training and support is needed for them to reach their goal to become a CSAP Resource Center. Therefore, in the long term plan that is being developed as a continuation of the current partnership, the focus of the first year lies on further capacitating the 7 partners, with whom we will continue our collaboration, before expanding the network with new members. See *Annex4 Concept CSAP Resource Centers.pdf*
- The development of a Training Manual for CSAP and a set of Standard Operational Procedures for setting up CSAP resource centers (See App. 2 and 1) have established a solid foundation for future training of partner organizations. Here SFI has collected years of experience as well as learning from the Pilot Project in a form that can be utilized by SFI itself as well as other organizations. These documents will be important tools in the planned second phase, along with the animation trilogy toolkit.

#### **Other results:**

The SFI has further developed its advocacy program, aimed at *creating attention* about the issue of CR/CSAP in local end central government, the police and the general public and at *creating legal action* to extend children's rights and protection of children from sexual abuse. The latest film, Red Leaves Falling, was launched in a major theatre in Manila with some 400 invited guests and the official blessing of the catholic Arc Bishop of Manila. The event, which received national media coverage, was hosted by UNICEF

and was part of a national campaign to push for the passing of an anti child pornography bill in the senate and congress. The bill was signed into law on November 17 2009 after years in the making.

SFI's working relationship with the National Police has been further enhanced. After receiving an award from the highest rank of the Philippine Law Enforcement (the secretary of the Dept. of Interior), SFI has entered into a formal partnership with the Police National Training Institute, which is the institute that trains all new police recruits in the country. So far SFI covers 5 of the 17 national regions with trainings, and we are working on expanding this collaboration to eventually cover the entire nation.

The advocacy aspect is prominent in all SFI strategic planning and activities, including the training of partner organizations.

Alongside this partnership program with the 8 organizations, SFI continued and expanded on the partnership program with a number of government institutions that was started with support from Minipuljen in 2004. SFI have now managed to get the attention of the Department of Social Welfare and Development and is currently training a special project group, which is reaching out to more than a million households (approximately 7 million people). Alongside with this project SFI has trained 166 teachers, 858 social workers, 590 university students, 3,859 children, 105 priests, 860 barrio members, 4,751 police cadets and 48 police officers over this project period.

The SFI tools and trainings are spreading internationally. In Vietnam, SFI is training local NGO's in collaboration with Dansk Vietnamesisk Forening supported by The Project Fund. SFI has reached an agreement with ADM Capital Foundation Head of Child Protection, Francesco Caruso, who is a consultant for child rights NGOs, to work aggressively in spreading the Stairway tools and trainings all over the South Asian region. Step one is a close collaboration with 2 NGOs in Cambodia, which is already moving forward.

#### **5. Capacity development and partnership.**

Explain how the intervention has specifically contributed to capacity development and strengthening of the partnership.

The project has contributed to capacity development and strengthened partnerships at several levels.

- The partnership between Stairway Denmark and SFI has been further developed through a number of discussions and consultations between representatives from the two parties. Board and professionals in Denmark have been actively involved in organizational development and the finishing of training tools in the Philippines, and several staff members from SFI has visited Denmark, building both professional and personal relationships with their Danish counterparts.
- The organizational capacity of SFI has been strongly enhanced during the course of the project. Partly through collaboration, sparring and consultations with Stairway Danmark throughout the project, and partly through support from the 2 external resources, who volunteered their talent and time
- SFI has developed a close network and partnership between 7 of the 8 participating organizations, which will grow further through future collaborative efforts (as stated above 1 of the original 8 organizations will not continue in phase 2, but will continue its own CR/CSAP activities).
- The 8 partners have increased their capacity not only in the specific area of CR/CSAP, but also in general advocacy and in networking with their local government counterparts.
- The LGUs in the areas of operation have all been capacitated on CR/CSAP and have started to work together with the NGOs in their jurisdiction. The new partnerships between the NGOs and the LGUs have already proven to extend beyond the CR/CSAP project.

#### **6. Information in Denmark.**

(Fill out only if there is a budget line for "Information in Denmark".)

Describe in point form the implemented activities.

Explain how the information work has reached the objectives described in the application.

Information in Denmark has not been part of the budget, but Stairway Danmark secured funding from Danidas Oplysningsbevilling for a 'Break the Silence' campaign in Denmark in September 2009 with the launching of the latest animation film "Red Leaves Falling" and the advocacy theatre piece called "Cracked Mirrors". The campaign also reached into Germany and Belgium

We mention the campaign here, because a portion of the financial support we got went into completing the animation "Red Leaves Falling", and because the initiative made it possible to bring a number of staff members from SFI to Denmark thus giving representatives from Stairway Danmark and SFI the opportunity to elaborate on the project as well as the long term strategic plan. While in Denmark, SFI also conducted a 1 day workshop for Børne og Ungdomsnetværket, where SFI's tools and training methods were presented and discussed with professionals from a number of Danish NGO's. In extension of this workshop, Stairway Danmark has discussed closer cooperation with among others Sex & Samfund, Thora Centret og NGO Fontana.

## 7. Summary of the accounts

Total budget:	400,000	d.kr
Actual expenditure:	402,595	d.kr
Unused funds:	0	d.kr

See Annex 6: Project Financial Report

## 8. Budget adjustments and changes

State any budget adjustments made or any funds transferred from the budget margin.

All adjustments must be justified.

Funds transferred from the budget margin					
Activities, SFI	22.127,00				
Activities, DK	-1.097,00				
Investments	2.039,00				
Local administration	64,00				
Local staff	3.961,00				
Other expenses	90,00				
Project monitoring	-87,00				
Adm.	498,00				
Total deviations	27.595,00				
Budget margin	25.000,00				
Own sources	2.595,00				

During implementation SFI exceeded the initially planned number of trainings and monitoring visits, and as suggested by the PR, we included the local government stakeholders in all activities, which resulted in an over spending under ACTIVITIES, mainly under the budget line "Trainings, Monitoring, Assisting Partners".

A part of the additional expenses was covered from saving on other budget lines under ACTIVITIES, ("SFI Staff Training" and "Steering Committee Meetings") and the remaining deficit was covered by the budget margin.

**9. Additional comments**