

ERIKS - Global Programme Report 2017

1. Programme Overview

Region	Country Programmes (including humanitarian projects and regional offices)	Total Expenditure (SEK)
South East Asia	Cambodia, Laos, Myanmar, Thailand	14 820 000
South Asia	Bangladesh, India	18 530 000
East Africa	Ethiopia, Kenya, South Sudan, Tanzania, Uganda	35 650 000
West Africa	Benin, Burkina Faso, Mali	23 250 000
Eastern Europe	Belarus, Moldova, Romania	11 520 000
Other hum. projects	Lebanon	1 020 000
Total		104 790 000

2. Reporting

This is the third year that ERIKS elaborates a global programme report. It is a result of a process of developing global objectives taking place in 2015, resulting in updated country strategies for 2015-2018. The global objectives and underlying country strategies serves in making our objectives clearer and defining the specific value added by ERIKS to the global development agenda. The global objectives are also instruments that enable us to focus, harmonise and bring synergies in ERIKS' work around the world.

The global programme report 2017 is mainly based on the country programme reports of the ten countries where there are adopted strategies in place.¹ The ten country programme reports cover approximately 75 % of the volume of ERIKS' international work. The process of developing the country programme report and this global annual report involves a considerable number of people. Of course, a main source of information is the annual report provided by ERIKS' partner organisations for each active project. This information and any other input from field visits, communication, evaluations etc. are compiled and processed in relation to the programme country strategies. The process of analysis and report writing is a shared responsibility within ERIKS' regional team and the programme coordinator. Elaboration of country programme reports thus involves the financial monitoring officers (FMO), programme monitoring officers (PMO), regional representatives (RR) and programme coordinators (PC). The financial reports are also consolidated and reviewed by the organisation's financial controller (FC).

¹ West Africa: Mali, Burkina Faso, Benin, East Africa: Kenya, Uganda, South Sudan South East Asia: Cambodia, Myanmar Eastern Europe: Romania, Belarus

3. Implementation and budget

ERIKS' international work includes about 100 projects annually. All of these are at different stages in the project cycle; elaboration, launch, implementation, evaluation, renewal etc. In the last few years, ERIKS has significantly raised its ambitions in terms of involvement and quality assurance at all these stages of the project cycle. To make this possible, ERIKS has established and gradually strengthened the regional teams and offices.

In 2017, different circumstances challenged ERIKS' capacity and speed in the accompaniment of its partner organisation in the elaboration of new projects, especially when it comes to projects to be presented to the Swedish Mission Council for state funding. We had to deal with a couple of temporary absences of staff and terminations of contracts at the head office temporarily reducing our capacity. Also at the regional offices, the expansion of staff resources was not fully at par with the work load (see further under the heading Regional offices below). Thirdly, some of our partner organisations struggled to manage elaboration of new projects parallel to implementation of current projects. The consequence of these factors was that interventions intended for SMC funding planned for launch in 2017 to a total amount of approximately 3 million SEK were not able to start.

Another challenge in terms of implementation was the investigation of suspected fraud in one of ERIKS' partner organisations in Kenya. The investigation found no evidence for mismanagement of funds but identified a number of weaknesses in the internal control system of the organisation. To help the organisation and to be able to continue collaboration, ERIKS invested a lot of time and resources in an organisational review and reorganisation of the partner organisation. However, SMC was not willing to approve Sida funds to be retroactively used for the running of the organisations activities in 2017. Therefore, a planned contribution of 2 million SEK to the organisation in question was not absorbed.

The two challenges mentioned above in combination with ordinary smaller delays in some of the current projects (these are described under the section *Implementation and budget* in each country programme report) resulted in a significant amount of non-utilised SMC funds under the Global Programme 2017. In November, the situation was explained and discussed in a meeting between ERIKS and SMC. As a result, ERIKS made a request for the non-utilised funds in 2017, approximately 6.9 million SEK, to be carried forward and added to the funds allocated for 2018. This request was approved by SMC.

Apart from the projects related to SMC funding, there have been two major challenges regarding implementation. The first challenge concerns a project in collaboration with an international organisation (INGO) and local implementing partners in Myanmar. This project has been struggling for several years due to staff issues in the INGO at both regional and national level. In 2017, the INGO has taken serious action to deal with its staff issues, but due to the process of reorganisation, the level of implementation of the project is still very low. The second case concerns an organisation working in Belarus. In this country, the processes for obtaining approval of new projects and being able to utilise the funds received is complicated and slow. Therefore, the partner organisation was not able to start implementation of the projects until late March. There is an ongoing dialogue about this process with relevant authorities but so far there is no visible improvement.

Regional Offices

The regional offices in West Africa, East Africa, South East Asia and Eastern Europe play crucial roles in ERIKS monitoring system. The level of competencies, work capacity and commitment within the regional teams is extremely high. Several staff members have now been part of ERIKS' team for more than five years and are important bearers of our culture. However, in 2017 there was some rotation on a couple of positions. One programme monitoring officer in South East Asia left ERIKS towards the end 2016 and a new staff member started in January 2017. In December 2017, a programme monitoring officer in West Africa left his position and was replaced in January 2018. For practical reasons, both the regional office in Kampala and the office in Cambodia have shifted locations in 2017. They are no longer in the same buildings as their host (employing) organisations, but administratively remain under their umbrella. For West Africa, we have for now a twin office solution where all but one staff member are based in Ouagadougou. As the regional offices are growing, we are over time foreseeing that they will become independent entities, i.e. no longer under the umbrella of host organisations. Therefore, ERIKS has completed or are working towards national registration in several countries.

4. Objectives

a) Partnership

Partnership and cooperation with other local and national civil society organisations has always been important for ERIKS. In the global objectives this is recognised, since one of ERIKS' main goals is focusing on partnership. As stated in its Position Paper on Partnership (adopted by the Board in May 2018), ERIKS believes that a vibrant and diverse civil society is a key factor for peaceful and democratic development and the promotion of child rights. The possibility and safe space for people, of all ages, to organise themselves in different networks, associations etc. are important prerequisites for an inclusive and healthy society. In this way, nurturing good partnership and transparency and supporting capacity development of partner organisations are as important as specific project interventions.

In last year's global report, the results of the findings of the partner survey conducted in early 2017 were presented. During 2017, the results of the survey have been shared, discussed and analysed together with partner organisations at country level. For example, in *Romania the results of the partner survey (...) were discussed and validated by the participants in the partner meeting held in December 2017* In Kenya, *the evaluation carried out to collect views and opinions on how partners experience the collaboration with ERIKS has been helpful in addressing some of the challenges and gaps faced in the partnership. Some gaps were identified around channels for feedback with ERIKS and the complaints and response mechanism, which were addressed in the 2017 partner meeting.*

As illustrated in the example above, one of the main outcomes of the partner survey was the lack of information regarding how and where to raise a complaints towards ERIKS. As a response to this and as a part of ERIKS continuous work to strengthen transparency and accountability in its work, a formal complaints and response mechanism (CRM) has been introduced on ERIKS' website <https://erikshjalpen.se/complaints>, together with guiding policy documents explaining the purpose

and procedures of the CRM. The next important step is to create awareness about the CRM and support partner organisations in developing their own mechanisms for lodging and responding to complaints, suitable to the context where they work. CRM and accountability will be one prioritised theme in the upcoming Global Meeting, gathering all regional staff, in September 2018.

A new partner survey will be conducted in early 2019, in order to gather further information from partner organisations to feed into the reporting process for the end of programme reporting to SMC (ERIKS Global Programme 2015 – 2018).

Capacity development and mutual learning is a key priority in ERIKS' partnerships, which during 2017 included specific thematic workshops and trainings (for example on rights-based approach, child participation, financial audit and reporting), as well as the daily dialogue and communication, cooperation and accompaniment.

b) Education

Outcome level – Children enjoy their right to quality education

The right of the child to education is a key component in almost all of ERIKS' country programmes. As one of the 17 Sustainable Development Goals in the Agenda 2030, education is a key in combatting poverty, both at individual and structural level in a society. At the same time, poverty is one of the obstacles hindering the fulfilment of children's right to education. ERIKS' work to promote children's right to education includes both the aspect of *access* to and *quality* of education.

ERIKS and its partners are facilitating and advocating for increased *access* to education in different ways. There are positive trends and developments in several countries and contexts where we work. For example, in *Burkina Faso*, in the municipalities Bilanga and Matiacoali where the partner organisation ODE works, the primary school enrolment rate is 76%, compared to 65% in the municipalities in the region as a whole. Dropout rates have continuously reduced in the villages included in ODE's projects, from 13% in 2012, 6% in 2014, 4.5% in 2016 and 4% in 2017; a very encouraging trend. According to ODE, the key aspects that explain this positive development are awareness raising about the importance of education and improvement of school infrastructure.

In *Benin*, as in many countries, the drop out level is higher for girls than for boys. One part of this gap could be explained by early pregnancies. However, in Parakou, where ERIKS' partner BUPDOS works, there has been a reduction in early pregnancies, which is probably a result of the information sessions on sexual and reproductive health carried out by child clubs during 2016.

The *quality* of education is an important aspect, which is often limited by lack of qualified teachers, teaching materials, positive and conducive learning environment, enough and suitable sanitation facilities etc. These challenges hinder children's abilities to attend, learn and continue their schooling. In *Uganda*, ERIKS and its partners have supported child centred learning trainings for teachers, who have been able to improve the classroom environments by having talking walls, using charts to aid learning and by ending the use of corporal punishment as a means to control class interactions. This has led to increased attendance of pupils in schools, where learning has become more interesting and safe.

Sub-outcome level – Children influence their right to education and duty bearers take action to promote this right

The participation of *girls and boys* is a corner stone of all ERIKS' work and a key strategy to promote the rights of the child. Children's abilities to participate promotes their abilities to develop and learn in school. In *Cambodia*, girls and boy in vulnerable situations have been supported to develop their self-confidence, positive thinking, public speaking and communication skills, which they did not have before. More than 700 children are involved in different clubs in the projects supported by ERIKS. One of these children said: *I am happy to be with other friends at the club. I can play and draw picture. I am so happy I can read well now.*²

In *Romania*, the most important development of ERIKS and its partners' work for the fulfilment of children's right to quality education, is seen at the level of children's improved school performance, their internal motivation to pursue education, set personal goals and get a job. Afterschool activities, including support for homework, non-formal education and counselling from psychologists and social workers, provide a safe place to for Roma children to be and opportunities to keep the pace with the school system.

The government (*legal duty-bearer*) has the ultimate responsibility to fulfil children's right to quality education in a country. ERIKS' partner organisations are using different strategies to strengthen the accountability of the legal duty-bearers, including dialogue, advocacy and support for capacity development. In *Burkina Faso*, where the partner organisation CREDO works, the legal duty-bearers in three municipalities have increased their budget and actions in favour of the right to education and health of children (construction of schools, equipment for schools and health centres). The child sensitive investment rate in 2017 (32%) is beyond the expectations of CREDO (25%) and a result of the training that local councillors received in 2016 on child-sensitive budgeting.

Other important stakeholders and change agents (*moral duty-bearers*) in the promotion of children's right to education are parents, the local community, religious and traditional leaders and the local civil society. In order to create sustainable long-term positive change, it is crucial that the different actors around the child are supportive to her/his rights. Closest to the child is the parent or caregiver, hence one important strategy for ERIKS is to work with the parents. In *Cambodia*, partners' work has resulted in positive changes among parents involved in the projects. Parents' attitudes towards their children's education have changed remarkably. For example, the parents are encouraging their children to go to school regularly and study hard; they follow up on their children's learning, set aside time for the children to play and do their homework, drop and pick their children up to and from school. As explained by one parent participating in a project by Sunshine Cambodia: *Before I did not care much about my child's study. I wanted him to help me. (...) I attended parents' club with other parents, I learned about child rights, abuse and other good lessons. I received home visits and they explained and encouraged me about the importance of child education. (...). Now, I want him to continue to study till he finishes university and have a good job.*³

² Country Programme Report 2017 - Cambodia

³ Country Programme Report 2017 - Cambodia

In *Mali*, ERIKS and its partners have seen a growing awareness among parents and community leaders of the importance children's education. In the area of Niono, where the partner organisation APSM works, 90% of the parents are aware of this today, compared with 75% in 2016. The savings groups active in the project have embraced the idea that the funds shall benefit the education of their children.

c) Health

Outcome level – Children enjoy highest attainable standard of health

ERIKS' work on children's right to health covers different aspects. One focus area is *infant and maternal health*, where interventions often combine these two, since the mother plays a crucial role in both. Access to information on basic health for mothers and systems for pre- and postnatal monitoring and support will go a long way to reduce maternal and infant mortality. In Turkana County, which is one of the most remote and poor regions in *Kenya*, the project supported by ERIKS indicates progressive increase in the number of skilled deliveries. This has resulted in improved child health, which could be associated with improved care and the fact that children get immunisation when deliveries take place in hospitals. This has also reduced child mortality rates.

Increased access to *clean water and sanitation* is also an important area in ERIKS work to promote the rights of the child to health. There is a close link between water borne diseases and malnutrition, and therefore, improving access to safe water is crucial for children's health. In *Mali*, the partner organisation AMPDR reports that the frequency of water borne diseases is decreasing in the communities where the organisation has contributed to safe water resources.

Another focus area is *sexual and reproductive health and rights (SRHR)*. The lack of information and knowledge on SRHR, as well as lack of possibilities and power to apply this knowledge, exposes girls and boys to many risks, including the risk of contracting HIV and early and unwanted pregnancies. Hence, raising awareness on SRHR is a crucial component in ERIKS' work to promote children's and adolescents right to the highest attainable standard of health.

Sub-outcome level – Children influence their right to health and duty bearers take action to promote this right.

In South Sudan, *girls* who participate in an empowerment programme, have influenced their families to dig pit latrines and managed them properly with water for handwashing. This has led to improved sanitation in their homes. The girls are boiling and treating drinking water in their homes and have influenced their neighbours to do the same.

The percentage of youth seeking information, advice and care related to sexual and reproductive health in the project area of BUPDOS in *Benin*, has increased from 12% in 2014 to 45% in 2017. This exceeds by far the target set by BUPDOS. One explanation to this positive development is the training provided by BUPDOS to health staff in a number of local clinics. In Uganda, the Hope Studio project (CRANE Viva Network) has contributed to the sensitization of youth on sexual and

reproductive health. *For the time I have been in contact with CRANE, I see change. I have learnt many things about HIV and aids that I didn't know.*⁴

In Mali, initiatives have been taken by *legal duty-bearers* to provide quality health care and good health conditions, often in collaboration with *moral duty-bearers*. One example is the vaccination campaigns organised in the Koro area, facilitated by local health workers trained by AEDM. In Belarus, the attitude among staff toward children with severe and multiple development disorders (SMDD) has changed and become more sensitive. As a result of staff having increased their knowledge, the children receive better quality care in the house-boarding institutions.

d) Protection

Outcome level – Children are protected from abuse, negligence and exploitation, and victims are rehabilitated and reintegrated.

Interventions to rescue and rehabilitate children exposed to different kinds of abuse and exploitation has always been a central part of ERIKS work in the area of child protection. This includes support to street children, girls escaping forced marriages and female genital mutilation, children in conflict with the law etc. For example, in Burkina Faso, where the partner organisation CREDO works, 63 cases of child rights abuse were handled through a local child protection funding mechanism, representing 86% of all cases that were referred. The other and more complicated cases have been referred to the police of the Social Services. In Benin, 78 girls, victims of forced marriage or other difficult circumstances, have participated in rehabilitation and training at Centre Ruth in Parakou. Six cases of forced marriage were stopped in the area Karimama and 92% of the families in Karimama did not celebrate any child marriages in 2017. In Uganda, the partner organisations CRO, ROLEC and CRANE have been involved in the rescue and resettlement of vulnerable and abandoned children. They have also facilitated referral linkages with communities and duty-bearers like the police, which has increased the effectiveness of resettlement efforts within the communities.

Sub-outcome level – Children are able to report violations and duty bearers take action to protect children

Support to local child protection systems, awareness raising on child protection and how to report cases of exploitation and abuse, with *children's* active participation at the centre, are important strategies for ERIKS and its partner organisations.

In Benin, child clubs established by ERIKS' partners are important platforms for children's ability to report violations. In the area Atacora, children have started to speak about violations of their rights in a new way during 2017. As an example, in round table sessions discussions organised by BUPDOS children spoke directly to the mayor about the fact that perpetrators of rape and other violations are not punished by law. Children did not use to take the floor in official meetings in the presence of adults.

In South Sudan, girls involved in the "Bonga programme", an empowerment programme for girls, have conducted community theatres to advocate for their rights and against negative cultural

⁴ Quote from a focus group discussion with children and youth music group, Kampala Baptist Church. Country Programme Report 2017 - Uganda

practices. This has created changes in their communities in the attitudes towards forced and early marriages and some chiefs have proposed to come up with bye-laws against this practice.

Efforts to support and demand *legal duty-bearers* at all levels of society to take action and fulfil their obligations, for example through policy changes, different preventative measures, child protection systems including monitoring, case management etc., are a crucial part of ERIKS' work to address the root causes of child rights violations. Finding different strategies to make sure the legal duty-bearers meet their obligations regarding child protection is at the heart of ERIKS' strategic and long-term commitment. In Uganda, the partner organisations SOS Children's Villages is working to strengthen local protection structures and referral systems in Ongako sub county in northern Uganda. SOS has reproduced and disseminated relevant laws and policies on child protection to local duty-bearers to ease their work. These interventions have increased the knowledge and skills of duty-bearers in handling child protection cases and has also strengthened the community child protection referral systems.

In Cambodia, some of the CCWCs (Commune Committee for Women and Children) have a strong commitment and take on responsibilities and network with other actors, including village groups. One CCWC was able to write proposals and successfully get the commune budget to increase substantially for the work of women and children, especially children at risk. This is a beginning of change from mainly prioritising infrastructure to also address children's issues.

The commitment by *moral duty-bearers* and other *change agents* is a prerequisite for comprehensive child protection measures. ERIKS recognises the role of religious actors in the context where it works. When respected as role models in their communities and when committed to children's rights, religious actors have great potential to contribute to positive changes in the lives of children. In Benin, the positive involvement of religious leaders in child protection has continued in 2017. An unexpected result of the trainings and network facilitation provided by ERIKS' partner BUDPOS is the increased collaboration between leaders from different religions and denominations. The religious leaders now plan to create a more formal network to further promote child protection in mosques and churches.

In Myanmar, parents' understanding of child rights has increased and corporal punishment has decreased. This has resulted in improved relationship between parents and children. As a 7 year old boy in Pyin Ka Doe village said: *I am with my parents because they stopped beating me and talk to me nicely.*⁵

e) Humanitarian assistance

In 2017, ERIKS invested 10,0 million SEK in humanitarian assistance; out of that amount, 3,5 million SEK consisted of financial support from SMC/Sida. The main strategy for ERIKS' humanitarian assistance is to work through our national and local partner organisations. This is how ERIKS and our partners can bring added value; responding quickly, reaching neglected areas, being cost-efficient, linking with rehabilitation and long-term development project etc.

ERIKS strategy to increase the capacity of its local partner organisations in responding to humanitarian crisis has been clearly visible in 2017. Several new partners have been involved in

⁵ Country Programme Report 2017 – Myanmar

humanitarian response and geographically, these are distributed over an increased number of countries. For example, in Myanmar, children in IDP camps have been assisted with food, education and psychosocial support. In Cambodia, a partner organisation is now involved in disaster risk reduction by preparing communities for times of flooding. And in Benin, a partner supported about 1000 households by restoring water and sanitation facilities after a time of flooding.

Like in 2016, ERIKS has been very active responding to the drought in East Africa, mainly in the northern parts of Kenya inhabited by pastoralist communities. Humanitarian projects have been implemented in four different locations by five partner organisations. A total of 13 000 households have been targeted, which means that close to 100 000 people have received assistance. The main components of the assistance have been to provide nutritious food to children, secure access to drinking water and to facilitate for children to continue their schooling. In the neighbouring country South Sudan, the same type of activities have been carried out in areas where there are huge numbers of internally displaced people due to the ongoing civil war in the country. The estimated total number of beneficiaries from our project in South Sudan are 30 000 people.

Some of ERIKS' most professional humanitarian partners are based in India and Bangladesh, two countries prone to cyclones and flooding. Also in 2017, ERIKS and its partners were able to provide timely and relevant assistance to people affected by severe flooding in both countries. Funding for these projects came from SMC/Sida, a sign that ERIKS is increasingly considered a trustworthy partner in terms of humanitarian work. In Bihar India, 2700 families were assisted with life-saving food and non-food items, such as sleeping mats, mosquito nets, soap etc. In northern Bangladesh, ERIKS' partner distributed emergency food to 6000 families, tube wells were constructed and repaired serving about 3000 people and latrines constructed for 1150 people.

In August, the persecution of Rohingya in Myanmar started a wave of hundreds of thousands of refugees flowing into southern Bangladesh. ERIKS' partner organisation Friendship was able to respond quickly and launch an intervention focusing access to water and latrines, but also organising safe meeting places for children. In this case also, ERIKS was able to obtain funds from SMC/Sida and the project was launched in October 2017. As a result, over 6700 refugees gained access to safe drinking water and latrines. 200 children regularly visited the child friendly spaces.

When there are major humanitarian challenges outside ERIKS' programme countries, we choose to cooperate with other trustworthy agencies who are well established in the context. The Syria crisis is such an example, where ERIKS has been collaborating with the Swiss organisation Medair for a number of years. In 2017, ERIKS made a contribution to Medair's health project for Syrian refugees in Lebanon.

5. Risk management

Quite a number of ERIKS' programme countries are characterized by political instability and insecurity. This is certainly true for countries where there is an ongoing armed conflict like Myanmar, South Sudan and Mali. But these conflicts also spill over to the neighbouring countries, such as Uganda, Kenya and Burkina Faso. Refugees are moving across the borders, sometimes causing dissatisfaction within the host communities. Rebel groups are also often crossing borders to hide from their enemies and to prepare new actions. Some of ERIKS' partner organisations operate directly inside areas of conflict, others are operating in the neighbouring areas that are also very

much affected by these conflicts. Staff security is an important issue for these organisations and more strict protocols for travelling have been developed. In certain cases (South Sudan, Mali), activities have had to be limited or relocated to a more secure area. Transportation of cash also is a challenge, even more so as the banking systems are less functional in the conflict areas.

Retaining staff is sometimes a challenge for ERIKS' partner organisations. In a way, staff turnover is natural in any organisation, but in certain countries the limited number of qualified people makes competition for staff difficult. Too high turnover causes delays in implementation as it takes time and resources for the partner organisation to build the capacity of the new staff member. When staff turnover in a certain organisation has been especially high, ERIKS has had to work with the partner to identify the causes and look for ways to improve employment conditions.

A constant risk to be managed is lack of trust and cooperation with relevant authorities and duty-bearers. If there is failing collaboration with duty-bearers, it is very hard to work according to a rights-based approach. To maintain this collaboration is especially difficult when there is high turnover of political leaders and civil servants. In a project in Burkina Faso, 90 % of the municipal councillors were substituted after the latest elections due to widespread dissatisfaction with political leadership. The project depending heavily on collaboration with local authorities therefore had to invest a lot of time in building new relationships and reintroducing the project concept and the model of collaboration. In other cases, civil servants are being relocated by the Government, as there is a belief that opportunities for corruption increase when civil servants remain in the same place too long. Although time-consuming, anchoring the project concept and collaboration with new duty-bearers is crucial for the success and sustainability of the interventions.

6. Financial control

The heavy part in terms of financial control is performed by the financial monitoring officers (FMO) at the regional offices. They are in frequent contact with the partner organisations, analyse and give feedback to the organisations, assess auditors etc. But they are also very involved in building the capacity and internal control systems of the partner organisations; through workshops and through day-to-day coaching. The FMOs get support for their work from the programme coordinator and the financial controller (FC) in Sweden. All financial project reports are reviewed and consolidated into country reports and a global programme report by the FC at the head office.

To handle deviations and cases of suspected fraud, ERIKS has formed a fraud response group (FRG) that is summoned as soon as information of this kind is received. The group keeps minutes of the meetings and a log book for any information related to the case. In 2017, the group has had to handle three different cases in East Africa. None of the investigations showed any evidence that funds had been mismanaged but findings gave incentives for other types of action. In one case, the partnership was terminated due to a lengthy conflict between management and board in the organisation. In another case, the regional office has had reason to follow-up project management efficiency. The only case related to SMC funding, is the one mentioned under the section *Implementation and Budget* above. This case has been reported and closed at both SMC and Sida level.

7. Learning

Learning is a very wide concept and can take place at many different levels of an organisation. In this section a few examples of learning from the implementation of the country programmes are presented:

- There is need to continue promoting **alternatives to child institutions**. Fortunately among child care institutions there is now more appreciation of what alternative care is. However, there still need to work with different donors to promote reintegration of children. Some donors prefer to have children in institutions for funding reasons, especially where children have specific individual sponsors. (Country Programme Report – Kenya)
- Identifying people from within the community who are good **role models** and creating an environment where they can begin to be a positive influence for change in their own communities is essential when promoting children’s rights. (Country Programme Report – Romania)
- **Innovative child protection structures**, relevant to the **local context**, is a sustainable approach through which the gains of child protection can be maintained. For example, family coaches and child protection committees that are not external, but part of the community. (Country Programme Report – Uganda)
- In rights-based work it is important to **avoid creating (non-sustainable) parallel systems**. In Benin many children do not have birth certificates. Therefore, specific campaigns to help families to “catch up” with birth certificates have been initiated by civil society actors. However, as highlighted by ERIKS’ partner, experience has shown that it is more appropriate to make parents aware of the regular registration of births and to support the existing registration system, since the catch-up campaigns make parents dependent on a non-permanent parallel mechanism. (Country Programme Report – Benin)
- In Cambodia it was found that women are often silent and not confident enough to express their thoughts in big meetings. Therefore, ERIKS and its partner organisations are planning to organise a **Women’s Forum** among female staff of partner organisations to strengthen their confidence and communication skills to express their ideas in a big group. (Country Programme Report – Cambodia)

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in collaboration with Programme Coordinators and regional offices