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1. Cover page.

LARGE-SCALE DEVELOPMENT PROJECT (from DKK 500,000 to 3 million)

Project title:	'Break the Silence' Child Sexual Abuse Prevention Network in the Philippines		
Danish applicant organization:	Stairway Danmark		
Other Danish partner(s), if any:			
Local partner organization(s):	Stairway Foundation Inc., Philippines		
Country(-ies):	The Philippines	Country's GDP per capita: US\$ 1.890 (2008)	
Project commencement date: 1. January 2011	Project completion date: 31. December 2015	Number of months: 60	
Amount requested from the Project Fund:	Annual cost level: (Total amount requested divided by number of project years)		
Is this a re-submission? (To the Project Fund, Mini-Project Fund or Danish Ministry of Foreign Affairs)?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes, previous date of application:	
Phasing – tick as appropriate: <input type="checkbox"/> A. Is this a new project that has not received previous support? <input checked="" type="checkbox"/> B. A new phase of a project that has previously been supported (by the Project Fund, Danida or others)? <input type="checkbox"/> C. First phase of a project with envisaged subsequent phases?			
Synthesis (maximum 10 lines – must be written in Danish, even if the rest of the application is in English): I forlængelse af 10 års arbejde og to bevillinger fra Projektpuljen vil Stairway Foundation Inc. i Filippinerne over 5 år træne 48 andre børneorganisationer ud over hele landet i forebyggelse af sexmisbrug af børn og forbedret håndtering af misbrugssager. Partnerorganisationerne arbejder i hver deres lokalområde med forebyggelse, uddannelse, træning og yderligere spredning af viden og metoder i et tæt samarbejde med det lokale politi og sociale myndigheder. Mindst 6 af partnerne skal trænes til et niveau, hvor de selv paa højt niveau kan stå for træning og faglig monitorering af yderligere partnere. Projektets mål er desuden at etablere et stærkt nationalt 'Break the Silence' netværk af partnerorganisationer, som kan være ramme om erfaringsudveksling, udvikling af nye materialer og metoder samt deltage i og foranledige nationale fortalerinitiativer. Projektet er tænkt som en fortløbende proces, hvor yderligere funding fra internationale NGO'er og donorer skal sikre fortsatte aktiviteter ud over projektperioden.			

August 2010

Date

Fredensborg

Place

Person responsible (signature)

Søren H. Sørensen, formand f. Stairway Danmark

Person responsible and position (block letters)

2. Application text

A. THE PARTNERS

A.1 The Danish organization's history, mission and experience

Stairway Denmark (SDK) was formed in 1994 as a support association for the Stairway Foundation Inc. (SFI) in the Philippines. In the early years the association served as a pure funding organization, but gradually it developed itself in rising degree to be a strategic partner of SFI. Stairway Denmark has particular provided professional input vs. theater and film production, development of pedagogical tools and methods, technical assistance for building projects and the development of organization, management and strategy.

In parallel, we carry out information activities in Denmark: Website, member magazines, presentations in schools, universities, private companies and associations etc. In 2009 a theatric group from Stairway visited Denmark for a tour around the country (plus Belgium and Germany) with a performance about child sexual abuse, financed by Danidas Oplysningsbevilling and SDK.

Stairway Denmark has received funding from Danida through seven years to 2002, a grant of DKR 1 million from the Mini Project Fund in 2004 and a grant of DKR 400.000 from the Project Fund in 2008.

The issue of rights of children and preventing child sexual abuse has been the focus of SFI's and Stairway Denmark's work since around 2000. Together we have built up a considerable theoretical, technical and practical experience with the topic.

Stairway Denmark has approximately 500 paying members and receives several hundred additional contributions from companies, funds and individuals. Rødkilde Gymnasium in Vejle conducts an annual collection raising more than DKR 150.000 each year. In each of the last 3 years SDK raised well over DKR 1,1 million thru members fees, private foundations, companies and sales of merchandise. The cash reserves are currently about DKR 1 million. SDK is therefore in a position to secure considerable private funding for the coming projects in the Philippines.

Stairway Denmark has no expenses to staff and salaries as all work is performed by unpaid volunteers. The board consists of a mix of long term and newer members. Most of them have visited Stairway in the Philippines at least once, several of them for an extended period of time. Supporting the board is a powerful group of activists and specialists including lawyers, psychologists, teachers, sociologists, fundraisers, architects and experienced managers from the private sector. In relation to this proposal, a special steering group with six members has been formed to prepare the proposal and monitor the project in the coming years.

SDK considers itself to be in a very strong position to take on new responsibilities and projects. The member base is large, and the number of active members is rising. The board is strong and fundraising has been very successful in recent years.

For additional information se www.stairwaydenmark.dk

A.2 Other Danish partners

Not relevant

A.3 Counterpart organization's history, mission and experience

Stairway Foundation Inc., SFI, is founded by Lars Jørgensen and Monica Ray in 1990 as a center for children in Puerto Galera on Mindoro Island 120 km south of Manila in the Philippines. The place started out as a sort of 'holiday camp' for street children from Manila, who were brought to the center by partner NGOs in the city. Later, SFI developed into a treatment home for street children, with support from DANIDA for seven years until 2001. The staff soon realized, that a shocking proportion of the street kids were victims of sexual abuse - either in their families, on the streets or in prisons and detention centers.

It was also realized, that only a few other organizations in the country were dealing with this problem, and that there was a severe lack of methods, training materials and practical experiences about awareness raising, prevention and aftercare/counseling. SFI therefore decided to concentrate on developing a program about strengthening the rights of children and preventing child sexual abuse with formal basis in the UN children's rights convention.

Over the years SFI has developed a package of training materials and methodologies in close cooperation and dialogue with a large number of partner NGOs, specialists, institutions and government units on local, national and regional level.

The core of the package is SFI's 3 animation films about incest; pedophile abuse of poor children; and trafficking of children to the sex industry. The films are based on true experiences from children and form a basis for discussing children's rights, strategies for protection, moral dilemmas etc. By using animation technique the stories are 'un-personalized' and non-threatening, making it easier to reflect and discuss. At the same time, animations appeal to both children and adults and are relatively easy to dub to other languages. UNICEF, who co-hosted the launch of the third film in Manila in 2009, now formally endorses the films and uses them amongst their network of hundreds of NGOs and GOs in the country. They are translated to more than 7 languages and are used in not only the Philippines but also in Vietnam, Cambodia, Thailand and a number of other countries. The production cost of well over DKK 2,5 million has been covered by a large number of donors, among them Stairway Danmark, The Project Fund, Kindernoithilfe, Léger Foundation, Microsoft, Oak Foundation, CordAid, the Finnish Embassy in Manila, ADM Foundation and UNICEF.

As a supplement to the films SFI has developed detailed guides for trainers, describing how to use them in training sessions, workshops or presentations for children, parents and people with contacts and responsibilities for children: Teachers, social workers, priests, police officers etc. At the same time SFI has developed training programs ranging from short 3 hour intros to children's rights and CSAP as such, to week long workshops for people who wish to integrate CSAP and aftercare of victims of sexual abuse in their professional work.

Using these tools SFI has over the years reached hundreds of thousands of children as well as thousands of adults in training sessions and workshops all over the country. In addition, SFI has trained hundreds of trainers who themselves can use the materials in their own organizations and institutions. In the coming years SFI will concentrate on further developing materials and methodologies as well as proliferating capacity to work with child sexual abuse to a large number of other organizations.

The central messages are that child sexual abuse is a crime; that every child has the right to say no to being offended and abused; and that we have to break the silence in order to confront the problem. The training aim at giving children better opportunities to protect themselves, and giving adult care-givers (from parents to teachers and policemen) knowledge and tools to spot the problem, conduct proper intervention and follow up on disclosures.

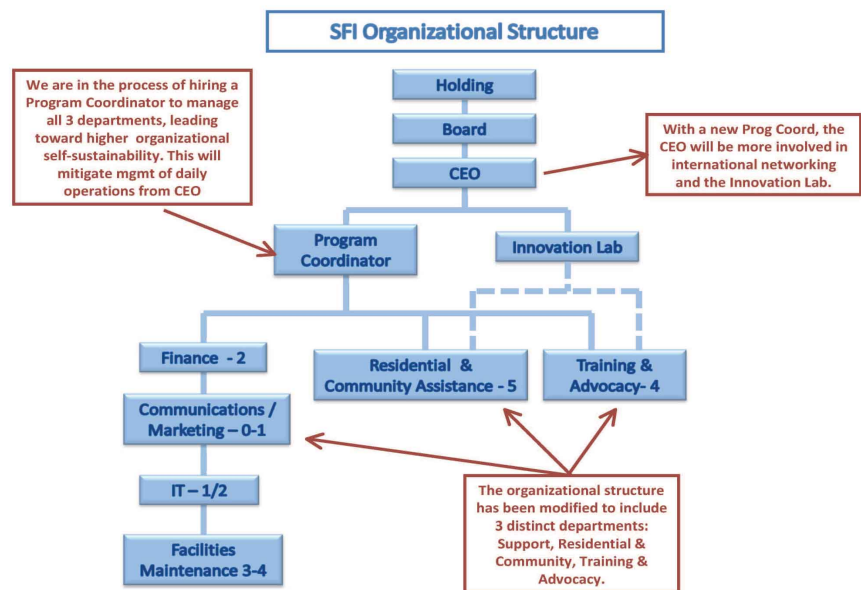
Organizational set-up

SFI is a registered non-profit foundation in the Philippines. The local board consists of 7 members: 5 resourceful persons from different parts of society, the project director, Lars Jørgensen, plus a staff representative.

In recent years SFI has grown considerably in size and capacity. Staff consists of 14 people + a junior staff of 5 former street kids now living and working on the center. The center itself has training and accommodation facilities for groups up to 30 people, and a new stage for performances, workshops etc. has been completed in 2010. The staff has been expanded with experienced psychologists, community development workers and social workers. The management structure has become much stronger by the formation of a formal management team and the hiring of a Program Coordinator.

SFI is now organized in three 'columns', which each has a team leader: Administration; residential work with the children in the centre itself plus community assistance in the local area; and the training- and advocacy work.

This last task is performed by the CSAP-team consisting of 4 full time staff + 2 part time from the residential team. 3 of the full time staff are based in Manila. As part of the proposed project new staff will be hired (among them a dedicated project coordinator) and a training and administration facility will be established in Manila as described in detail later.



Expenses and funding

The annual operating expenses were in 2009 DKR 1.4 million. This was distributed as follows:

- Residential program: DKR 440.000
- Community assistance DKR 125.000
- Advocacy/CSAP DKR 450.000
- Administration, buildings etc: DKR 260.000
- Fundraising, PR etc. DKR 100.000

The 2009 funding came primarily from 3 donors:

- Kindernothilfe (ger) DKR 375.000
- Léger Foundation (can) DKR 275.000
- Stairway Danmark DKR 650.000 (including DKR 143.000 from the Project Fund)
- SFI own contribution DKR 100.000

In 2009 SFI renewed its contracts with both Kindernothilfe and Léger Foundation, securing financial contributions for the coming 4 and 3 years respectively.

For additional information see www.stairwayfoundation.org and www.breakthesilence.net

A.4 Experience of previous cooperation

Stairway Danmark and Stairway Foundation Inc. have been working closely together since 1994. At first, the cooperation was focused on funding, but soon it developed to a strategic partnership including project development, organizational development, management and professional input of all kinds.

As described above, the cooperation has included 7 years of Danida funding and two projects funded by The Mini Project Fund/The Project Fund. In addition, Stairway Danmark has over the years raised large sums from private sources. The money has been used both for covering operational costs and investments in buildings, equipment, animation films, etc. Over the last 2-3 years Stairway Danmark has contributed with consultancy on management, organizational development, recruitment and training of staff, and formulating a long term strategy for SFI.

The project described in this proposal is in accordance with the long term strategic thinking in both SDK and SFI and it has the full support of the Danish board. The long term objectives of the project (proliferation of capacity and tools) are developed in close dialogue between the two partners. The specific outline and design of the project has been done by the CSAP team and management in SFI with SDK acting as a sparring partner. The first draft of this proposal including descriptions of activities and strategy has been written by SFI staff, with SDK responsible for the final version.

B. PROJECT ANALYSIS

B.1 In what context is the project placed?

Child sexual abuse in the Philippines is widespread, shrouded in the silence of various socio-cultural factors. While there is a superficial openness to acknowledge the issue—with cases being reported to the media, for example—a vast majority of the population is still bound by the taboo of talking about such a sensitive subject. Those tasked to handle cases of child sexual abuse at the local level (city and municipal) have often underperformed, either due to lack of the skills and knowledge needed to handle the issue, lack of resources, or they just don't believe that it is an issue in their communities.

The Internet and the ease of international travel have led to an increased demand for children in the sex industry. In countries like the Philippines with low public awareness and lack of effective interventions it is relatively easy to commit sex crimes against children and with a minimal risk of prosecution.

No official and reliable statistics exist about the prevalence of child sexual abuse in the Philippines. The problem is not a priority for the government or the public. In a highly religious and social conservative society most people chose to ignore this delicate and embarrassing subject. This includes professionals in organizations and institutions working with children - and in national and local government units, LGUs.

Both the police and the local units of the Department for Social Welfare and Development do have staff with a formal responsibility for handling cases of CSAP, but the awareness and knowledge about the problem are very low in most districts. On the other hand, since the formal structure exists, there is a potential for strengthening the prevention and case management through training and forming of stronger networks between LGUs, local NGOs and other stakeholders.

Another problem in the effort of CSAP is that the organizations actually addressing the problem are concentrated in the large metropolitan areas, notably Manila. In rural areas awareness is very low and there are fewer NGOs that are usually concentrating on immediate child care, economic development and poverty reduction. This leaves a very large part of the country—including most tourist areas—without any coordinated effort and resource centers with focus on reducing sexual abuse.

Several local and regional CSAP networks are emerging, some of them with support from SFI. An example is CAPIN network (Child Abuse Prevention and Intervention Network) from different cities and municipalities of Laguna, composed of Local Government social workers, doctors, law enforcement and other stakeholders. 31 representatives from this network received training at SFI's center in early 2010. SFI is constantly engaging in establishing and developing such networks as a basis for a stronger and more coordinated effort.

On a national government level some improvements are registered. A new Anti-Child Pornography Law was ratified in late 2009 after a coordinated campaign with UNICEF and SFI among the active supporters. For years, SFI has pushed to make the Philippine National Police (PNP) give higher priority to CSAP, and as a result hereof, SFI received a prestigious award from the Minister of Interior Affairs in recognition of the extensive training activities conducted nationwide. SFI used this recognition as an opportunity to establish even stronger ties with the law enforcement agencies, and currently the organization has an agreement with 8 out of 17 national police regions on giving 1 day basic CSAP orientations to all new police cadets during their education. In May 2010 the chief general of the National Police Training Institute in Manila, along with a group of 50 officers, visited SFI Resource and Learning Centre to view Stairway's theater piece on CSA/E and to discuss future cooperation. The outcome was an endorsement that SFI will enter into partnership with all the training schools in the country and train every single police cadet on CSAP before they graduate.

Although the current CSAP-efforts in the country are absolutely inadequate, there is a widespread readiness to address the problem among government units as well as NGOs. We see this as an opportunity to expand our program by enrolling new active partners in a wider range of activities in cooperation with a growing number of stakeholders from all sectors.

B.2 How has the project been prepared?

This project is a direct continuation of a 1 year pilot project, supported by the Project Fund, wherein 8 local NGO partners, distributed over much of the country, were capacitated, together with their local government counterparts from the law enforcement and social welfare departments. The 8 organizations are: BAKYAS in Bacolod, KAPASKI in Bayawan, Kaibigan in Manila, Food for the Hungry in Navotas, Northern Samar in Samar, Lingap in Batangas, Pag-ugmad in Davao and Lagro Maligaya in Caloocan. The partners are distributed over a large part of the country from Manila in the North to Mindanao in the South. Two organizations have not had the wish and capacity to continue. The remaining six partners will continue in the project described in this proposal and will form the core of the 48 organizations to be trained. The six are:

- **Bakyas Community Development Center, Inc.** is an NGO based in Bacolod. They were formed in 1980 under the Bakyas Evangelical Church. They are currently implementing child focused community development, and under it, includes provision of medical and health care, educational assistance, socio-cultural and spiritual development, community organizing, family development, and CSAP.
- **Pag-ugmad** is a non-profit organization of UCCP Davao City. They implement an early childhood care and development program, a children's rights program, an anti-child trafficking and anti child sexual abuse program, and community development through the self help approach.
- **Lingap-Pangarap ng mga Paslit Center, Inc.** is based in Batangas City. They implement a sponsorship program, a community building program, and a program for displaced families.
- **KAPASKI** is an acronym for Katilingbanong Pagtagad Alang Sa Kauswagan, Inc. (a Cebuano dialect for community concern for development). It is located in Suba, Bayawan City, Negros Oriental. It was founded in 1983 with its mission to help the marginalized children and their families in the community through various program interventions such as academic and spiritual education, health and medical assistance, livelihood skills training, leadership/organizing and organizational development, advocacy on Child's Rights and Child Sexual Abuse Protection.
- **Northern Samar Children's Ministries Network** is a network of church groups based in Samar working for children's rights, and responding to children at risk. They have pastors as members of the network.
- **Feed the Hungry Philippines** is an NGO based in Metro Manila with sister organizations in many parts of the country. They have a feeding and nutrition program, community and economic development, educational support program and an emergency and calamity relief program.

The training made the partners capable of using SFIs materials and methods to reach out to their localities for advocacy on child sexual abuse prevention. Each organization have conducted activities ranging from one day CSAP sessions for professionals, short CSAP sessions for children, including community based CSAP sessions for children as well as in-school student sessions, all using SFI's animations as platforms for the sessions. One organization even did local radio promotion of CSAP.

As part of this project, SFI has finalized a range of important tools that will be part of the foundation for future action:

- A package of training materials including animation films and guides.
- An extensive training manual for people facilitating training of CSAP.
- A guide in setting up Child Sexual Abuse Prevention Centers.

The PATC has received a final report about this project including the above mentioned materials in June 2010. The guide for setting up CSAP centers is added to this application as Annex 1.

While both the output and outcome of the 1 year project exceed the initial expectations in many respects, it is clear that a larger and broader impact on the problem at hand will require continued collaborative efforts and capacitating a much larger network.

In order to determine directions for the next phase of the project, all partners were gathered at the SFI centre in Mindoro in June 2010 for a direction and commitment setting session. Based on the combined experiences from the partners, and after intense discussions of possibilities and obstacles, the outline of the next phase of the project was agreed upon.

In order to come up with a strategy for the continuation of the project, constant consultations with Stairway Danmark were made, and based on the assessment of the initial 1 year project, a draft strategy was presented to the partners, and their comments were elicited in order to come up with the project strategy indicated in this proposal.

B.3 Problem analysis

The main problem that is aimed to be addressed in this project is **continued perpetration of child sexual abuse/exploitation and sex trafficking of children in the country and the region.**

The underlying causes that give rise to the lack of effective interventions in order to address the prevention and treatment of Child Sexual Abuse in the country include the following:

- The lack of awareness and capacity of stakeholders to address child sexual abuse/exploitation prevention and recovery.
- The weak child protection networks and stakeholder collaboration, which includes not only prevention, but also case management, prosecution and counseling.
- The lack of reach to different sectors for child sexual abuse/exploitation prevention advocacy outside of the metropolitan cities due to disproportionate distribution of institutions (government, NGOs, POs, etc.) that have the awareness and capacity to work on the issue.
- The lack of priority of government on the issue as manifested in the lack of funds for child sexual abuse prevention and treatment.
- The age of consent in the Philippines is amongst the lowest in the world at 12 years old, making it a lot harder to prosecute pedophiles.

Child sexual abuse comes in several forms:

- Abuse by family members or close friends of the family. There exists no reliable figures for the size of this abuse, but all experience and anecdotal evidence suggest that it is widespread in all corners of the country throughout the society. Children in poor families are especially vulnerable due to the brutalization of a tough life combined with abuse of alcohol and drugs. Many of the former street kids at Stairway have escaped from abuse in their families, preferring an insecure life on the streets.
- Pedophile abuse of children in streets, prisons, schools or local community. Offenders can be both local and foreign sex tourists. In tourist areas foreign pedophiles can establish themselves as 'helpers' who assist poor families with money and paying school fees in order to get close to the children and secure their silence through dependency and gratitude. In the local area around SFIs center in Puerto Galera we have had several serious cases of massive abuse by such persons. Again, poor children are the most vulnerable.
- Organized trafficking to the sex industry - for prostitution and/or pornography. UNICEF assesses that more than 1 million children each year end up in the sex industry worldwide. The police is sometimes trying to crack down and will normally react on specific notifications. However, it is evident that there is a great need to work on their attitude towards crimes against children, especially sexual abuse and exploitation. The poorest children are especially vulnerable. Poor families will sometimes turn a blind eye to traffickers or even sell their children outright in order to survive or support younger siblings.

These different forms of abuse should of course be addressed in different ways. In rural areas the focus should be on incest and preventing trafficking. In tourist areas pedophiles and prostitution is the main objective. But there are also many cross cutting factors (known from Denmark as well!), which makes it relevant to include all aspects of abuse in all trainings, while stressing whatever form of abuse may be more prevalent in specific locations.

- Most people know very little about the problem, refuse to believe it exist in their proximity and fail to read the signs of abuse in children. In order to prevent abuse and support the victims, the silence must be broken.
- The victims have nowhere to go and no one to tell. Disclosing the abuse put them at risk of being stigmatized and maybe even blamed for what happened. Family members, teachers and other adults will often refuse to believe the child and/or think their stories are exaggerated.



- Though many boys are abused, girls are clearly at greater risk, both in the families and in the sex industry. Most abusers are male, while in contrast most of the professionals engaged in prevention are women, except for the male dominated police force.
- As mentioned, poverty greatly increases the risk of abuse. Children who are not only poor but belong to social or ethnic minorities are at even greater risk - such as indigenous people in many parts of the country and deaf children, who are generally marginalized and have extra difficulty in communicating.

What could be done?

As described in section B1 we register increasing opportunities to do something actively to engage more NGO's, LGUs and other stakeholders in CSAP-programs both on a regional, a national and a local level. The 1 year pilot project has demonstrated that it is possible to recruit and train other organizations in CSAP using SFIs knowledge and practical tools, as well as establishing functioning networks between these NGOs and their local government counterparts resulting in stronger local awareness and better handling of cases of abuse.

These results and experiences form the basis for a much larger effort to recruit and train a large number of organizations, with some of them over time being further developed to train other organizations themselves and ultimately be independent resource centers doing training, counseling and development on their own. If these NGOs at the same time will be organized in a national network it will create a large potential for further proliferation, coordinated fundraising, development of methods and materials, and creating a strong voice in national advocacy. This coordinated effort is labeled as the 'Break the Silence Campaign' organized around a 'Break the Silence National Network'.

There are a number of challenges and obstacles to be aware of in order to maximize the chances of a successful project:

One of the most important is the identification of the right partner organizations. The 1 year pilot project demonstrated that selecting the right partner organizations minimizes future difficulties in project implementation. The most important criteria are:

- The organization is a member of an active network, preferably for children, and has an established track record.
- A good working relationship with local stakeholders, including government agencies.
- The organization believes in the importance of networking and referrals with other organizations or networks.
- The organization must be able to allocate at least two experienced people to be trained and to serve as focal persons.
- The organization has capacity in terms of advocacy and training. Preferably, its advocacy efforts extend beyond its clientele and include efforts to reach out to the local social welfare offices, the local law enforcement agencies, local government agencies and, if possible, people's organizations in the communities it is working with.
- The partners should be fully committed before entering the project and be prepared to contribute time, exchange experiences, engage themselves in the ongoing development of the project and be part of advocacy on a national level. They should have a robust organization, management and funding.
- The partners should be geographically spread over the whole country. There is a clear under representation of strong organizations in the rural areas in the provinces, which is why the BTS campaign will prioritize to include the more remote rural settings in the country.

Another concern is financial. Most NGOs in the Philippines are financially constrained and cannot engage in new projects without securing additional short and long term funding. Some kind of funding through the project will be inevitable, but on the other hand we will thru detailed scrutiny of candidates prevent organizations to enroll in the project just for financial reasons without a genuine desire to integrate CSAP into their core activities.

A third challenge is the high turn-over of staff not only in the NGOs but also in the LGUs. There is a high risk of losing skills as trained staff move to other organizations, departments or positions.

In addition, time is important. The 1 year project (as well as SFIs own experience) demonstrate, that it will take an extended period of time to identify and train organizations to a higher level of capacity as well as consolidating and mainstreaming their activities in long term action plans – and finally phase out the project funding and secure other long term funding. In order to secure long-term sustainability a project period of

no less than 5 years seems imperative.

B.4 Stakeholder analysis

The 'Break the Silence Campaign', although directly targeting NGOs as the primary partners in the project, requires a multi-faceted networking approach involving a multitude of stakeholders involved directly and indirectly with the project. In order to see different groups of stakeholders involved, we have decided to categorize them based on the following roles:

- Implementers
- Beneficiaries
- Financing Agents

Since a main objective of the project is capacitating a network of organizations, while at the same time reaching out with awareness raising and training of a multitude of CSAP stakeholders, there is plenty of overlapping as in being a beneficiary, while at the same time being an implementer.

Implementers - the vehicles for CSAP:

- Stairway Foundation *will be the primary implementer of the project, providing capacity building to other implementers. The primary movers in the organization would be the advocacy team consisting of one project coordinator, 3 advocacy and training officers, 1 psychologist/trainer, the artistic director and the executive director and 2 admin staff (cashier and bookkeeper).*
- The NGO partners already trained as part of the 1 year pilot project: *These organizations have shown commitment for CSAP. They have acquired the capacity to serve as direct implementers of the project thru awareness-raising in their own localities. Some have shown the capacity to advance their advocacy. All have shown the willingness and commitment to continue with the project for 5 years or indefinitely, aiming to become CSAP resource centers in their respective areas. Their weakness revolves around financial sustainability, as most of them have been almost mono funded for an extended period of time, and the current resource/financing partner may not extend their support to all of them after 2012. Thus, aside from technical capacity building for advocacy and recovery management for CSA victims, we have included in the 5 year project a more comprehensive capacitation of these organizations, so that in the future they will be able to raise the funds needed in order to sustain their CSAP programs.*
- The additional organizations to be trained in the new project: *These new organizations will be identified based on their geographical location and coverage, as well as the criteria laid out in the SOPs developed as an output of the 1 year project. All partners must have the opportunity to make their own contributions and inputs to the project in order to secure their commitment and utilize their experiences.*
- Local Government Units: *Includes the executive chief officer (mayor), local legislators as well as local government line agencies like those from the law enforcement, social welfare, hospitals, etc. This group is important since they are the ones mandated to handle cases of child sexual abuse (police, social welfare, hospital), as well as influence the direction of the local government unit to accept or reject any moves to capacitate and partner with them on child protection matters. The risk is that many local government units are personality driven, and if the local NGO partner cannot network well with any of the LGU stakeholders, then they would have a hard time doing local government institutional advocacy. We would like to form a strong local network with these LGUs thru our NGO partners that will address all facets of child protection, utilizing resources from the government themselves.*
- National Government Units: *Includes the National Police and the Department of Social Welfare and Development. As mentioned above, we see a range of openings and new opportunities. On the other hand CSAP is not a top issue, especially among males.*

Beneficiaries - the eventual target group for the implementers:

- Schools shall be a target beneficiary for the advocacy of implementers. *Teachers, Guidance counselors, non-teaching personnel, administrators and students shall be the target for schools. This beneficiary group is very relevant in the sense that the "practice" for advocacy for the implementers will be coming from this group, thus, it is also imperative that the implementers manage to effectively network with their target schools.*
- Barangays (the basic community organization in the Philippines), *including Barangay Councils for the Protection of Children, Barangay Health Workers, Barangay Day Care Workers, Barangay*



Officials and Sanguniang Kabataan (youth council). Aside from receiving CSAP sessions, the NGO partners would have to network with the Barangays in order to form effective local child protection networks. Once again, the success in linking up with these Barangays depends on the personality of the persons sitting in power.

- *Colleges and Universities shall also be reached by the implementers. They will be targeted for two levels, the first one is to create general awareness on child sexual abuse prevention within the institution, and the 2nd one is to develop student volunteers that will conduct awareness raising sessions on human trafficking in their own home communities. Although we have good experiences so far in working with Colleges and Universities, since these are private institutions, there is still the risk that they might not openly welcome CSAP into their institutions, especially if they are church-based.*
- *Church groups/church affiliated groups: Groups like these exert informal influence over communities, and if tapped into, they can be great local allies in influencing local structures to take the issue of child sexual abuse seriously. As with any other "religion" based organization, presenting to them the issue of child sexual abuse might "scare" them away.*
- *Other NGOs/Civil society groups: These stakeholders would receive advocacy sessions from the implementers, and there is a possibility that they themselves adopt the advocacy in their own capacity.*
- *The thousands of children at risk, who will be reached by the different partners involved in this project.*

Financing agents:

- *Stairway Danmark: With funding from the Project Fund, supplemented with private funding, Stairway Danmark will be the primary financing agent in the project. SDK has been active part in the strategic planning of the project and supports the long term objectives for the activities in the Philippines.*
- *Other donors: Kindernothilfe and Léger Foundation, the two long-term financing partners of SFI, have participated in the strategic discussions and support the project and strategies. Both have agreed on financing other parts of SFIs activities, indirectly supporting the project. Other donors will be approached in order to secure long-term funding for the participants after the project funding is phased out. Further, Stairway's international activities, in relation to the issue of CSA/E (Break the Silence International), are generating income, which will be used for sustaining the activities in the Philippines.*

C. PROJECT DESCRIPTION

C.1 Target group and participants

Primary target group: The partner organizations

The partner organizations include the 6 partners trained during the 1 year pilot project, an additional 6 partners that will be trained by SFI plus a minimum of 36 organizations that will be trained by the 12 initial partners. All 48 organizations will receive part of their training together with their local government counterparts in the police and social departments making these LGU's part of the primary target group.

Note that this is an open-ended process. The 48 partners is the goal for the project outlined in this proposal, but the project will continue with the recruiting and training of yet more partners as well as continued training of the existing partners on ever higher levels. These continuing activities will be funded by other sources as described in Section C3.

Secondary target group: Beneficiaries:

The eventual target group for the prevention effort is of course the children themselves and the adults surrounding them in the families, schools, churches and in the local communities as a whole.

Over the 5 year project period we are projecting the 48 partners to conduct CSAP orientations, training sessions and workshops for at total of at least:

- 125,000 children
- 11,000 parents

- 3,000 teachers
- 2,000 Local Barangay Workers
- And several hundred local groups and church based groups within their areas of operations

Ultimately we hope not only to raise awareness and immediate capacity among these groups, but also to engage some of them in the 'Break the Silence' campaign for example by acting as local resource persons in their community or by being part of local and national advocacy initiatives.

C.2 The project's objectives and success criteria (indicators)

Our overall development objective can best be seen in our formulated project vision listed below.

"We envision a nation in which all children are protected from sexual abuse and exploitation." In order for us to work towards achieving this overall development objective, we have identified 3 immediate project objectives directly related to the problem analysis.

Note: The four levels mentioned is described in detail in section C4: Level 1 is basic capacity to raise awareness while Level 4 is a full scale CSAP resource center.

Immediate Objective 1: Capacity building

- The 48 partners in the project shall have improved capacity to address child sexual abuse prevention and recovery management of victims, and become 'Break the Silence' centers in their localities within 5 years time.
 - Success Indicators:
 - After phase 2: At least 48 partners have completed the training programs intended for them under the 'Break the Silence' campaign according to the phases described in section C4. 42 partners operate at level 1 and 2 as described in section C3, 6 partners are on their way to Level 3 and 4.
 - After phase 3: At least 6 partners operate at level 3 and 4, and 80% of all partners subsidized by funding from the project have managed to sustain the majority of their CSAP activities after the initial project funding has been phased out by tapping into alternative funding sources.

Immediate Objective 2: Building a national network

- To develop a national 'Break the Silence' network of organizations focusing on addressing the prevention and treatment of child sexual abuse. The network should be a creative force in developing new approaches and tools for the benefit of the member organizations and assist them in attracting new funding. The network should also be a strong voice in advocacy on a national and international level.
 - Success Indicators:
 - After Phase 1: A working network is established with its headquarter in Manila and regular meetings. At least 3 new donors have been approached and 1 has committed to support one or more of the partners. The network has been active in at least one advocacy initiative on a national level.
 - After Phase 2: The network has launched materials and training programs of its own. At least 5 new donors have been approached and at least half of the initial partners have secured funding. The network has been active in at least two advocacy initiatives on a national level.
 - After Phase 3: The network is consolidated and has secured funding for a continuation of the project. At least 10 new donors have been approached, and all of the most active partners have secured additional funding. The network has been active in at least four national advocacy initiatives.

Immediate Objective 3: Awareness and capacity among secondary target group

- To raise awareness and build capacity among children and the adults surrounding them and to improve case handling by the local government units in the areas covered by the 48 partners.
 - Success Indicators:
 - All partners together with their stakeholder partners have conducted the CSAP training sessions and other activities for children, parents, teachers, priests, communities, institutions etc. as stipulated in the detailed project plan agreed by each partner.
 - The number of reported CSA cases has increased in the initial years of implementation as awareness is raised, followed by an expected decrease in later years as the prevention efforts come to effect.

- The handling of disclosures and CSA cases has been improved in the covered areas.

C3 Outputs and activities

The core activities in the project are **the training** of participating partners in repeated programs, which over time will build their capacity to ever-higher levels; the forming of a **national network** of partner organizations; and the **operational activities** the partner organizations will perform vis a vis the beneficiaries in the secondary target group: CSAP presentations, training sessions, workshops, local advocacy etc. See more about strategy in Section C4 below.

Activities	Expected outputs
<ul style="list-style-type: none"> • SFI conducts trainings for the initial 12 partners on CSAP and recovery management. • 36 new partners are identified and trained by the initial 12. • SFI provides technical support to the NGO partners in the form of support visits and coaching. • Partners conduct CSAP sessions in their localities and reach out to target sectors and at the same time build up their skill and confidence levels. • SFI provides the necessary funding support to a selected group of partners, determined by merit and reach. 	<p>In pursuit of immediate objective 1: The 48 partners in the project shall have improved capacity to address child sexual abuse prevention and recovery management of victims, and become 'Break the Silence' centers in their localities within 5 years time.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • 48 partner NGOs have been trained in CSAP and recovery management. • Partners have increased capacity manifested thru actual conduct of CSAP sessions. • Partners have the necessary technical skills and funding.
<ul style="list-style-type: none"> • Organizations are identified that will fit the criteria required for the 'Break the Silence' network. • Partner organizations shall link up with their local government unit counterparts and join them in the advocacy. • Form networks in these localities to handle advocacy and management of CSA cases. • Formation of 'Break the Silence' National Network • Stairway Foundation provides the necessary technical and funding support to partners. 	<p>In pursuit of immediate objective 2: To develop a national 'Break the Silence' network of organizations focusing on addressing the prevention and treatment of child sexual abuse. The network should be a creative force in developing new approaches and tools for the benefit of the member organizations and assist them in attracting new funding. The network should also be a strong voice in advocacy on a local and national level.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Local Break the Silence networks are formed. • These networks conduct advocacy and handle cases. • The National Break the Silence Network is formed and is functioning.
<ul style="list-style-type: none"> • Conduct massive CSAP advocacy campaigns to different target sectors. (<i>See detailed activities below</i>) • Stairway Foundation provides the necessary technical and funding support to partners. 	<p>In pursuit of immediate objective 3: To raise awareness and build capacity among children and the adults surrounding them and to improve case handling by the local government units in the areas covered by the 48 partners.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Please see outputs in terms of projected numbers listed down below.

Detailed activities in pursuit of objective 3:

The Break the Silence Network is a network of active members, which means that a pre-determined level of activity is required by all members in order to maintain their membership and/or their level status within the network.

Below is listed expected numbers of various stakeholders expected to be reached by an organization at a certain level. By the term "reached" we mean that the target groups in concern have been given an orientation or a training/workshop, which has increased their knowledge and often changed their attitude towards the rights of children and specifically the issue of child sexual abuse. Many of the adult participants take a strong interest and chose to sign up for further training. For the children, "reached" means that they as a minimum understand the key messages in the CSAP campaign: That they have the right to say no to any inappropriate touch or approach by any adult or peer person, and that an abused child bears NO responsibility of what happened to her or him.

Criteria for a level 1 member per year: Partners must reach out to their own clientele groups. The number depends on the size of their direct clientele, but baseline figures are 300 children and 100 parents per year.

Criteria for a level 2 member per year: Partners must expand their activities beyond their immediate clientele groups and reach 500 students, 100 parents, 100 teachers, 200 day care students, 40 Barangay workers, 5 local groups, 1 College/University, 10 church based groups.

Criteria for a level 3 member per year: 500 students, 100 parents, 100 teachers, 200 day care students, 40 Barangay workers, 5 local groups, 1 College/University, 10 church based groups + Actively conducts counseling sessions using the Recovery management approach of Stairway

Criteria for a level 4 member per year: 500 students per year, 100 parents, 100 teachers, 200 day care students, 40 Barangay workers, 5 local groups, 1 College/University, 10 church based groups + Actively conducts counseling sessions using the Recovery management approach of Stairway and is already financially sustaining their own activities.

Accumulated numbers:

At the end of the project period, we shall have minimum 36 members of the network operating at Level 2, minimum 6 members being trained at level 3, and minimum 6 members operating at level 4.

Taken into account the total number of trained partners on the different levels and the estimated timeline as described in section C4 the total reach by the Network during phase 1 to 3 can be estimated to a minimum of:

- 100,000 elementary and high school students
- 25,000 day care students
- 11,000 parents
- 3,000 teachers
- 2,000 Barangay workers
- 600 local groups
- 100 Colleges/Universities
- 100 church based groups

On top of this we can expect an un-projected number of victims provided counseling by Level 3 and 4 partners.

A flexible and open-ended project

The listed activities and outputs are a quantitative minimum based on a conservative estimate of the combined capacity among the 48 partners. The project will have a flexible and pragmatic approach: The activities may be distributed differently among the partners, i.e. not 6 partners training 6 local partners each but, say, 9 partners training an average of 4 local partners. But we are convinced that the totals are realistic and will be reached. In the same way, some partners in batch B may be so promising that we will place them in fast track training in order to release their potential.

Note: The process of identifying organizations and building capacity thru the four levels is described in more detail in Annex 1: Guide in Setting up CSAP Resource Centers.

C.4 Strategy: how will the project be carried out?

As mentioned above the project aims at **training** a total of 48 participating partners; the forming of a **national network** of partner organizations; and the implementation of a large number of **operational activities** by the partner organizations vis a vis the beneficiaries in the secondary target group.

Note that this is an open-ended process. This proposal includes training of a total of 48 partners, but the project is supposed to continue with some of the 36 partners in the secondary group advancing to a level where they themselves can train still more organizations, while still more organizations are recruited for basic training.

1. Identifying partner organizations:

The first step in implementing the project is identifying the partner organizations according to the criteria described in section B3: Problem analysis. 12 initial partners will be identified and trained directly by SFI. 36 partners will be identified and trained by the initial partners in their local region with support and sparring from SFI. The first 6 of the initial partners are already identified and trained to between Level 1 and 2 (see descriptions of levels below) as part of the 1 year pilot project. Identification of the six additional partners to be trained directly by SFI has already begun and will be completed in the beginning of 2011. The areas identified so far are Bicol, Baguio, Cebu, Cagayan De Oro, Puerto Princesa and Zamboanga. These areas are chosen in order for the initial 12 organizations to cover key regions in the country.

The 8 organizations enrolled in the 1 year pilot project were selected after recommendations from two strategic partners: Kindernoithilfe, who supports almost 40 children's organizations throughout the Philippines, and The Philippines Children's Ministries Network, a Christian network that organizes and supports institutions of all denominations. One learning from the project was that SFI probably relied too much on the KNH and PCMN assessment of the capacity and potential in the chosen partners. Some of them did not show the expected commitment and organizational strength. Two of the partners will not proceed to the next phase of the project. Some of the remaining six are vulnerable to budget cuts and limited human and physical resources and may not be able to fulfill the ambition of reaching Level 3 and 4 in the training. (See short description of the 6 partners in section B2).

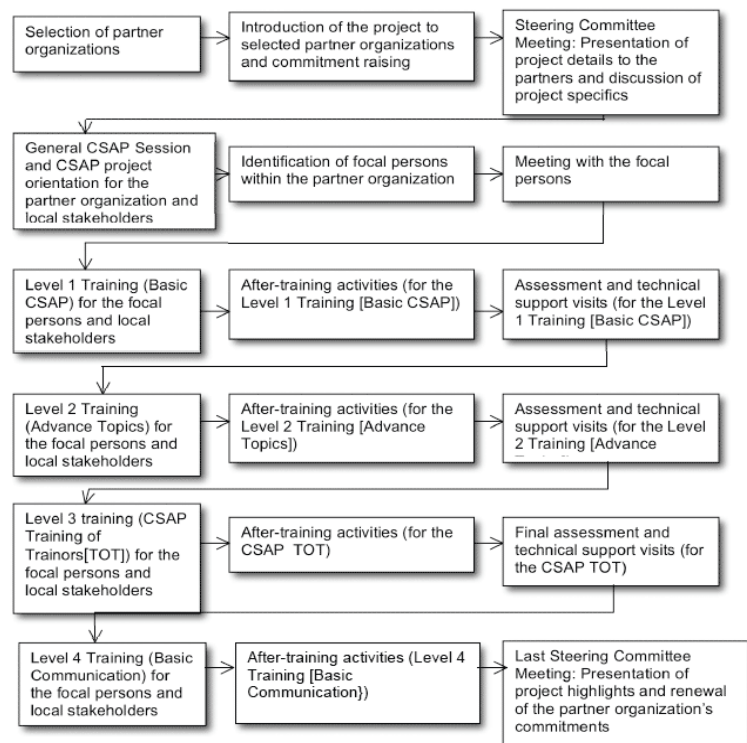
The identification of the 6 partners to be trained by SFI in this project will take this learning into account. In the screening process we will focus more on the top level commitment from board and management as well as long term robustness of the candidates.

When the first batch of partners reach level 2 and start training for Level 3 they will identify a total of at least 36 partners in their respective regions to be trained to Level 1 and 2. These 36 secondary partners will be selected according to the same criteria. Commitment and motivation will be crucial, but since the ambition is not to lift them above Level 1 and 2, the requirements to capacity and organizational strength will be somewhat lower. This compromise will in any case be necessary because of a limited number of strong and resourceful organizations to choose from in the respective regions.

2. Training of partners

The training of the initial 12 partners will be performed by SFI according to the principles outlined in *Guide in Setting up CSAP Resource Centers (See Annex 1)*. The training will follow the steps in the diagram. The four levels mentioned are described in detail below: Level 1 is basic capacity to raise awareness while Level 4 is a full scale CSAP resource center.

The specific content of the trainings on the different levels is described in detail in the 175 pages handbook *Capacitating Organizations toward Being Child Sexual Abuse Prevention Centers*. The handbook is developed by SFI in cooperation with the 8



partners in the 1 year project. It summarizes the knowledge, learning and experience by more than 10 years of intensive work with the topic of child sexual abuse prevention by SFI. *(The handbook has not been included as an annex in this proposal because of its size but it was submitted as PDF-file to the Project Fund as part of the final reporting of the 1 year project in June 2010).*

Four levels of capacity

In order for our target partners to reach the status of being CSAP resource centers, we have defined 4 levels of training and operation towards becoming full-scale CSAP resource centers. It is far from the intention that all partners aim to reach level 4. We need a lot more organizations operating at level 1 and 2 than at level 3 and 4, and it is a much bigger investment to raise any partner from level 2 and up. Level 3 encompasses skills in counseling, and the process to acquire these skills is for a large portion through one on one sessions with a counselor, observing real counseling sessions, and practicing with real victims under supervision. The long time needed to train partners to reach and operate on level 3 and 4 is a main reason that we find it necessary to run this project over 5 years.

Further, reaching level 3 and 4 include not only professional skills and networking abilities, but also the ability to seek and secure funding:

<p>Level 1: Can conduct awareness raising</p>	<p>Level 2: Can conduct training of implementers at level 1</p>	<p>Level 3: Train trainers and do counseling of CSA victims, active fundraising</p>	<p>Level 4: Like 3 and can train counselors. Have become financially independent</p>
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The training of partners is a combination of intensive training sessions on SFI’s training center on Mindoro and practical implementation in daily work between sessions, plus assessments and support visits by SFI staff to the partners.

The Level 1 and 2 training will include:

- 1 week session of basic training in children’s rights, psychological approaches, use of materials, gender sensitivity and protective behavior at SFI for partner’s staff + their local counterparts in police and social department.
- 1 week training-of-implementers workshop at SFI for the partners’ staff only.
- 1 week para-counselor training at SFI for partner’s staff.
- At least 3 visits by SFI staff to partners for monitoring and support.
- Intensive practice and activities for the secondary target group of beneficiaries by the partner’s staff between training sessions.

The training for Level 1 and 2 will follow the same lines for the 12 initial partners and for the following 36 partners. The difference is, that the initial groups (A) will be trained directly by SFI while the 36 (B) will be trained by partners from the initial group A that will proceed training towards level 3 and 4. This training of others will be performed in or nearby the organizations of the A partners, under close supervision and support by SFI, and will make up an essential part of the A partners’ training to reach Level 3 and have the capacity to train other organizations on their own (learning by doing in attendance of supervisors from SFI).

Level 3 and 4

The process of upgrading partners from level 2 to level 3 and 4 is difficult and time consuming and will necessarily require financial support for salaries and operations to the partners, as well as substantial investment of staff time and other resources by SFI. The move from Level 2 to Level 3 requires intensive training along with a lot of hands on practice in implementation at level 1 and 2. As stepping from level 2 up to 3 and 4 means heading towards becoming a full scale resource centre, the training and coaching in this process encompasses assisting in making strategic plans, annual budgets and action plans etc.

The Partners' skills at the various levels

Level 1 Graduates: Can conduct Awareness Raising

The organization has the capacity to conduct CSAP sessions for their immediate clientele. The participants from their CSAP sessions have raised awareness on the issue. Whenever the organization handles disclosures, they have a network partner that they can refer to for handling of the case.

- Commitment from the Board and Management is clear
- Inclusion of CSAP in their organizational plans.
- At least 2 Focal Persons trained to handle CSAP
- Established linkages with relevant organizations (LGUs, NGOs, POs) for referral (networking)
- Conducted CSAP sessions to immediate clientele
- Conducted CSAP sessions to other organizations
- Has undergone basic counseling training.

Level 2 Graduates: Can conduct Training of Implementers

The organization has the capacity to train others to conduct basic CSAP sessions (level 1 activity). The organization can provide basic counseling services to victims up until the time they can refer him/her to a more capable organization.

- Conducted CSAP sessions to other organizations
- Conducted CSAP sessions to implementers
- Allocated counterparts in funding for activities
- Handled disclosures of CSA and given initial psychological first aid
- Strong referral system / strengthened partnerships with LGUs and other organizations
- Identify possible sources of funds and submit proposals

Level 3 Graduates: Can conduct Training of Trainers

The organization has the capacity to teach other organizations the skills needed in order to achieve Level 1 and 2. They also possess much more advanced capacity in providing recovery management services to victims.

- Trained organizations to conduct CSAP sessions (e.g., Training Of Trainers, TOT)
- Focal persons can conduct sustained counseling sessions
- Strong networking and referral relationship with LGUs and other organizations vis-à-vis interventions for and case management of abused children (e.g., personalized working relationship with major stakeholders)
- Obtained own funding for CSAP
- Identification and tapping of alternative structures in handling abused children
- Focal persons capacitated to revise training modules based on target audience

Level 4: Full Scale CSAP Resource Center

The organization has all the capacity to conduct activities under Levels 1-3. They also have the full capacity to conduct counseling sessions and to train other partners to do counseling, and they are viewed by their network partners as an 'authority' in Child Sexual Abuse Prevention and Treatment, and they can sustain their activities.

- Capacitated and recognized by the community/region to be a CSAP resource center (or they are on their way of being recognized as a Resource center).

As mentioned before, far from all partner organization are supposed to reach Level 4. Thus, we have set up different realistic expectations for the different partner groups. These expectations will be reflected in the yearly plans of action for the individual partners and for the network as a whole.

Note: The process of identifying organizations and building capacity thru the four levels is described in more detail in Annex 1: Guide in Setting up CSAP Resource Centers.

3. Building a 'Break the Silence' national network

The project aims not only to build capacity within individual partner organizations, but also to establish a national network of 'Break the Silence' partners. The partners will of course maintain their individual name, identity and operational autonomy. But by being network partners they will get access to training, sharing of experiences and some financial support. In return they must commit themselves to allocate time and resources in developing the network, and first of all, they have to live up to the level of operational CSAP activities towards their target groups as outlined and agreed upon in annual plans of action. Every partner shall submit semi-annual reports to the project coordinator regarding their activities and accomplishments. The project management shall assess each organization if they qualify for upgrading of levels thru training.

The 'Break the Silence' national network will be established with its own headquarter in Manila and managed by a project coordinator and with administrative staff for running the network and implementing this project. The overall management of the project will be conducted by the SFI's CSAP team and management.

The network headquarter will be located in a new permanent training and counseling centre that SFI is currently planning for in Manila. The centre will be the home of SFI's CSAP-team and will be a venue for training, meetings and counseling. The centre will consist of an administrative unit, training facilities for groups of up till 20 people, a clinic for individual and group counseling, a kitchen plus accommodation for 2 persons, staying at the centre for example as part of long-term training of Level 3 partners' staff. The centre will be financed by SFI's partners independently of this project, but since the 'Break the Silence' network and project will occupy most of the center, the project budget includes office rent as a contribution to the running costs.

The project coordinator will be responsible for coordinating project activities; identifying and recruiting new partners; annual plans of actions and reporting for each partner; budget and staff; and for documenting and monitoring activities. All in close cooperation with the SFI management team, the SFI CSAP-team and the Project Coordinating Committee (see below). The project coordinator is crucial to the successful implementation of the project. A very capable and highly experienced candidate has already accepted the job, and an initial agreement has been signed on the condition of support from the Project Fund.

The network will have four main objectives:

- An organizational framework for the implementation of this project. A place to share experiences, discuss strategies and give mutual support.
- Developing new material reflecting the needs of their partners. This could be specific training programs or materials for rural areas, ethnic minorities, disabled children, Muslims etc.
- A strong voice in national and regional advocacy for strengthening children's rights and CSAP.
- Seek additional funding from other donors for the long-term continuing and on-going expansion of the network.

This last point is essential for the long-term sustainability of the project and for the project's exit strategy to be successful: This proposal will finance the training and operations of a total of 48 organizations, but the 'Break the Silence' campaign can potentially involve a much larger number of partners - and a continuation after the 5 year project period.

Right from the start of Phase 1, long term sustainability and funding will be in strong focus among the individual partners and in the 'Break the Silence' national network. The individual partners will be supported in negotiating funding for the long term mainstreaming of the trainings and activities with their own donors, and in parallel SFI will play a key role in creating international attention to the project and establishing contacts to other donors.

The network is unique and will be an attractive partner for international donors and international NGOs working with child sexual abuse prevention. The idea has already been presented to a number of potential donors, among them Kindernoithilfe, Léger Foundation, Love 146, CordAid, Microsoft and ADM Capital Foundation. The feedback has been positive and we find it realistic to secure substantial support within 2-3 years as the initial results of the project can be documented.

We therefore expect at vast majority of the partners being able to continue and even expand their CSAP-activities as well as the 'Break the Silence' national network after the financial support from this project is phased out.

Note that the proposed project is not depending on any additional funding: Extra resources are not a prerequisite for the implementation of the described activities but will add extra to the project.

Coordinating committee

The project will be managed and coordinated by SFI in a close dialogue with the partner organizations participating in the project. A coordinating committee will be formed as a continuation of the steering committee from the 1 year pilot project. The coordinating committee will be a forum for sharing experiences, collecting feed-back from the partner organizations and discussing project adjustments and strategies.

Since physical meetings in the committee will imply considerable expenses for flight travel and accommodation, most communication will be done on-line. Formal meetings will be held 3-5 times in the project period depending on necessity.

In Phase 1 the coordinating committee will consist of the project coordinator, 1 member from each of the initial 12 partners plus 1 representative from SFI training team, and 1 from each of the original partners Kindernothilfe and Philippines Children's Ministries Network. The 12 partners will represent the secondary partners in their respective areas, securing input from all partners.

In Phase 2 a reorganization of the committee will be considered and discussed in order to secure legitimacy and representation of all partners. A democratic election of members among the 48 partners is an obvious possibility.

Before the end of Phase 3 the committee shall have consolidated itself in order to function beyond the end of the project period.

In time, the network will have the prospect of consolidating itself as an independent, formally registered NGO with its own board, management and financing partners. Stairway Danmark has in 2009 changed its statutes, allowing for establishing a future formal partnership with an independent NGO with this set-up.

4. Timeline: Three Project Phases

Overview: The project will be split in 3 phases. All planned training activities should be completed after Year 4, while Year 5 should be for consolidating and future activities after the project period - and at the same time be a buffer for the inevitable delays. The operational CSAP activities among the secondary target group of young and adults should run throughout the project period and extend after Year 5.

Description of planned activities	Phase 1: Year 1 and 2	Phase 2: Year 3 and 4	Phase 3: Year 5	Later: Year 6+
1. Capacity building of partners:				
Training first 6 partners to Level 2:	█			
Training second 6 partners to Level 2:	█			
Training 6 partners to Level 3 and 4 (selected among the 12 initial partners):		█		
Training of 36 secondary partners to Level 2:		█		
Training of more partners to Level 3 and 4 (depending on additional funding):			█	█
Training of more partners to Level 2 (depending on additional funding):			█	█
2. Building a national network:				
Establishing a working network:	█			
Consolidating network incl. future funding:		█		█
Development of new materials:		█		█
Securing funding from new donors:		█		█
Participation in national advocacy initiatives:		█		█
3. CSAP activities among target groups:				
First 6 partners' CSAP activities:	█			█
Second 6 partners' CSAP activities:		█		█
36 secondary partners' CSAP activities:		█		█
Additional partners' CSAP activities:			█	█

Phase 1 (2 years: 2011-2012)

Stairway shall identify 6 organizations from key areas of the Philippines in order to reach a total of 12 partners trained directly by SFI. The areas identified so far are Bicol, Baguio, Cebu, Cagayan De Oro, Puerto Princesa and Zamboanga. These areas are significant because they are geographically distributed to cover key regions in the country.

The initial 6 partners from the pilot project shall identify and network with up to 6 organizations each (up to 36 in total) based on the criteria formulated during the prior 1 year project. The organizations shall come from the regional area of the initial partners.

At the end of Phase 1, all 12 initial partners are expected to have reached Level 2 and at least six of them are on their way to becoming Level 3 partners. 36 organizations in the secondary group have been identified and have reached Level 1. Partners' skills in therapeutic intervention and networking are greatly strengthened. They perform the operational activities and CSAP trainings equivalent to their levels and as described in the annual plans of action.

At the end of Phase 1, a functioning 'Break the Silence' network has been established with headquarters in the SFI's Manila center. Fundraising activities have been started, and the network has engaged in national advocacy initiatives.

Phase 2 (2 years: 2013-2014)

Trainings to reach Level 3 are continued and include Recovery Management (which will include their partner social welfare offices) for child sexual abuse victims, specialized topics on the issue. At the end of Phase 2, an assessment shall be conducted in order to determine who among the Level 3 partners has the capacity to advance to Level 4. Capacitating organizations to reach Level 4 include more mentoring, and involves the active use of our Manila Counseling Center as a venue for building partners' capacity to conduct counseling skills for CSA victims thru actual observations and practice.

By year 4 salary and operational subsidies will start being phased out and the partners will receive training in resource mobilization in order for them to sustain their CSAP operations after the end of the project.

At the same time, the 36 partners in the secondary group continue their training towards Level 2. At the end of Phase 2, we shall have at least 48 organizations with the capacity to operate on Level 2, and 6 organizations that can operate also in Level 3. All 48 partners perform the operational activities and CSAP trainings equivalent to their levels and as described in the annual plans of action.

The BTS network is consolidating itself and engage into still more activities. At the end of Phase 2 the network shall have launched materials and training programs of its own, at least half of the Level 3 partners shall have received additional funding and the network has been active in at least two national advocacy initiatives.

Phase 3 (1 year: 2015)

All 48 partners perform the operational activities and CSAP trainings equivalent to their levels and as described in the annual plans of action.

By the end of Phase 3 all operational and salary subsidies from the project will stop and all partners shall have adjusted their plans of action according to future funding. At least 80% of the partners that have received funding will be able to continue the majority of their CSAP activities. Awareness raising and training of implementers should continue in all 48 organizations.

The network is consolidated and shall concentrate on securing funding for future activities and formulating strategies and action plans for the continuation of the project. In parallel the advocacy activities are continued and further developed.

An end-project review shall be conducted during the last quarter of Phase 3 in order to determine whether the immediate objectives were achieved for the 5 year project.

5. Budget overview and financial support to partners

The expenses fall into three main groups:

1. **Project management:** Salaries for Project Manager, administration, documentation, monitoring and reporting, office rent, travel expenses etc. Establishing and development of The 'Break the Silence' national network: Travel expenses for coordinating committee and partners, development of new materials, participation in advocacy initiatives etc.
2. **Capacity building of 12 + 36 partners:** Salaries to SFI staff, accommodation, per diem and travel expenses, monitoring and support visits by SFI staff etc.
3. **Financial support to partners:** Salary support and operational expense subsidies for partners trained towards level 3 and 4.

A clear learning from previous training and partnership collaborations is the fact that very few small organizations based in the provinces have the financial means to engage into an extensive training program and implementing CSAP activities without some kind of support.

Being trained and operating at Level 1 and 2 does not necessarily require full time staff. The CSAP activities implemented at level 1 and 2 can be limited pretty much to address the target groups normally addressed and can just be a component of a program. For those partners aspiring to go up to level 3 and 4 the activities will expand, and some form of support for direct operational expenses will be necessary in some cases.

Going to Level 3 and 4 will require at least 1 full time staff member concentrating on CSAP, who will be going through extensive training in the Manila centre. At the same time, the Level 3 candidates will start training up to 6 new partner organizations themselves (triggering expenses to training facilities, accommodation, food, transportation etc.) and stepping up their own range of CSAP activities to new and expanded target groups. This much larger level of activity will not be possible without initial support for salaries and operations.

The training of the first 6 candidates going from Level 2 to Level 3 will include salary and operational support for 3.5 years (42 months). The budget includes salary support of 50% for 1 person in 6 different partner organizations for the first 6 months of Level 3 training. At this point in time the 6 partners have already identified a number of new partners that they themselves will train. Their salary support will raise to 100% in the following 2 years while they complete their own training, start handling of disclosures and CSA cases and perform training of new partners full time. They are now fully operational and reach a large number of beneficiaries, both in prevention work and in after care case management.

In the last year of the project the salary support is reduced to 50%, as the organizations are expected to have consolidated and secured alternative funding for their continued CSAP activities. In the same way, operational cost will start after 6 months, when the actual training of new partners begins, and be phased out after 3.5 years.

Note that the 6 partners from the 1 year pilot project have already completed the first year of training and will start receiving support from the start of 2011.

The 6 new partners that SFI will train will be identified on the criteria that they themselves will guarantee that they will be able to support their own CSAP activities, but a small amount in the budget has been allocated to support their operational activities in the beginning of their active implementation.

The 36 secondary partners will not receive any financial support in the project, since they are only expected to advance to Level 2. If additional funding can be secured from other donors, a number of these organizations will be invited to continue training to Level 3 and receive financial support as stipulated above.

6. Coherence with other SFI projects

In addition to the proposed project Stairway Foundation Inc. runs a number of other projects, financed by other donors that will deliver considerable synergy to the implementation. These projects are excluded from this proposal because they are already a) fully financed by other partners or b) will be further developed in new phases that will be independently financed.

The most important additional projects are:

- Upgrading the training and residential facilities on the SFI center in Mindoro. A guesthouse, a training building, a new multipurpose stage building, new administration facilities and a professional kitchen have already been completed. New staff buildings, new building for children in the residential program and a workshop will be constructed in the coming 2-3 years. This gives the SFI center the capacity to handle a large number of trainees and other visitors.
- Training of National Police cadets. SFI has now agreements with 8 out of 17 national police regions, including Metro Manila, on giving 1 day basic CSAP orientations to all new police cadets during their education. More regions are expected to be added in 2011. The aim is to raise awareness about children's rights and CSAP among future police officers as well as among top brass in the National Police. This should over time contribute in giving the issue a higher priority in the local and national police as well as pave the road for better local cooperation between local police units, other local government entities and NGOs.
- For the past 2 years, Stairway has hosted and facilitated an annual workshop and sharing with all the heads of the Women and Children Desks in all the 33 police stations in Metro Manila. Stairway is currently developing partnership with an Arts Department of the De la Salle University in Manila in order to implement a program, where we will make the rooms and facilities in 15 of the police stations more child friendly.
- For the past 4 years SFI has partnered with the social work department of the UDM University in Manila, which holds more than 10,000 students. The collaboration, which started with SFI offering basic CSAP workshops for one department, has developed to a point where the school has now built their own counseling room, the students have been trained to offer peer counseling, and the school has incorporated CSAP as part of their annual program. The UDM model is being presented to the NGO partners, as they too will work with the local universities in their local areas.
- SFI participates in several networks in different capacities; as members, partners and resources. Stairway is a long time active partner of the Metrowest network for children, a network of child focused NGOs operating in Metro Manila. Stairway has been providing capacity building sessions for members of the network, ranging from basic trainings on child sexual abuse prevention to specialized trainings such as paracounselors training and online safety trainings. The BTS headquarter in Manila will have a psychology running a CSA counseling facility, which will be for the benefit of some 30 members of the Metro West network, NGOs, LGUs, Police Stations and Universities. SFI is also actively involved with a network of NGOs operating in the province of Cavite, where SFI has been instrumental in building up their capacity on the issue of Child Sexual Abuse prevention.

- For the past 15 years SFI has used drama and theater as a means for therapeutic interventions and well a vehicle for advocacy and raising awareness. The play “Cracked Mirrors” performed by former children (currently staff) of SFI confronts the issues of incest, pedophilia, sex trafficking and children living on the streets. “Cracked Mirrors” has been touring in Asia (and also in Europe) for several years, and it has become a culminating stable in the many trainings and workshops facilitated at Stairway’s Resource and Learning Centre in Mindoro.
- SFI has trained members within a number of networks, like the The Philippine Child Ministries network, The Area Based Standards Network, the Kindernothilfe Alliance for Women and Children and others. Stairway’s position in child protection advocacy has also been noticed at the National level. With its latest animation Red Leaves falling, the organization has been nominated to sit in the National Council against Child Pornography, an interagency council created by the Department of Social Welfare and Development in support of the newly passed Anti-child pornography law. Aside from this, Stairway is already conducting sessions on online safety in support of the said law.
- For the past couple of years, SFI has been working with a network of Deaf organizations to capacitate them in CSAP. The 3 animation films have all been subtitled with sign language, and a plan for a strategy for doing advocacy for promotion of Children’s Rights and CSAP specifically for the Deaf community is under way.
- International proliferation of CSAP and the SFI training materials. The 3 animation films and the accompanying training materials have been officially endorsed by UNICEF and have already been translated into 8 languages, with more under way. The Break the Silence Campaign’s international arm has established partnerships and works in Cambodia, Thailand, Vietnam and Nepal. India, Sri Lanka and Malaysia are under way. The experiences gained in the Philippines are being used in the rest of South Asia, after some cultural modifications. Most of the proceeds earned from the BTS International Campaign are being channeled into SFI’s programs and activities in the Philippines.
- Counseling activities. SFI has long been giving after-care and counseling to victims of sexual abuse. SFI staff is currently being upgraded to be able to perform counseling training at a highly professional level. This is the training to be given to the BTS partners who reach level 3 and 4.

7. Long term sustainability

As described, the project is designed as open-ended with the prospect of expanding and continuing after the end of the 5 year project period. There are various ways that the project can secure long term sustainability:

The BTS network succeeds in attracting sufficient new funding from a number of different donors to secure the continued operation of the network, to further expand its membership, and to secure funds to upgrade more new partners to operate at level 3 and 4. Based on a massive interest for the Stairway animations as well as discussions with a number of international partners, this is a rather safe assumption.

It should be noted, however, that the proposed project is not depending on any additional funding. Extra resources will add extra to the project, and secure its long term continuation.

In the worst case scenario the network will not succeed in attracting any additional funding, and the funded activities will thus stop by the end of the 5 year project period. Even in this case, the project will have a long-term impact since the activities under level 1 and 2 (awareness raising and training of implementers) will be an integral part of the partners’ daily activities and can be continued without extra funding. We therefore expect that the majority of the 48 partners would continue the CSAP activities in any case. In the same way, some activities in the BTS network could be continued without any external funding.

In between these two outcomes lies the possibility that a number of the partners should succeed in securing their own additional funding for the continuation of their more advanced CSAP activities. The CSAP training will give the partners a special professional competence that will help them distinguish themselves and thereby strengthen their fundraising capabilities. Securing children’s rights and preventing abuse is of high priority for a large number of INGOs and donors. A proved experience and professional capacity in this area will be of great help in negotiations with existing and potential donors.

We therefore believe, that the project in any case will secure a satisfactory level of long term effect, and that it has the potential of further expanding after the end of the support from the Project Fund.

C.5 Assumptions and risks

- Most of the 6 initial partners from the 1 year project are mono-funded, and in the instance that their funding stops, SFI shall adopt the trained CSAP staff and look for organizations in which to place them, in order for them to continue the project. This will be beneficial not only to the CSAP worker, but also for the receiving organization, since they will have additional manpower and added technical capacity. Future partners will be chosen in part on the basis of their financial sustainability, and it is likely that some of the 6 partners, who will be identified and trained from scratch by SFI in 2011, could replace some of the partners carried over from the initial one year project. However, since a major aim of this project is to plant CSAP resource centers in the more remote and rural areas, it will be a challenge to find partners that will live up to all the criteria of a strong organization. Thus, the objective to reach and offer assistance in the most remote areas entails a bigger challenge already from the time of identifying new partners.
- In spite of a detailed screening process some of the partner organizations may be unable or unwilling to complete the capacity building and implementation as stipulated in the project. Some partners might stop at a lower level than expected; others might leave the project all together. In this case we will try to identify replacement partners, but we may ultimately be forced to accept a lower number of partners than the expected 48.
- Handling child sexual abuse is a delicate and demanding task. We expect a high moral, professional and technical standard of the partner organizations. Some partners may fail to live up to these standards and we may be forced to intervene and ultimately ask partners to leave the project.
- Since any Local Government Unit's decision to enter into a partnership with private organizations is dependent on the decision of the local chief executive (typically the city or town mayor), there is a risk that support for this project might not be 100% if the local NGO partner is not adept in networking with the government.
- The general tendency of staff not staying long in NGO organizations. We will try to counter this by; a) helping the organization recruit and train new, qualified staff and; b) help the trained personnel utilize their skills by introducing CSAP in their new organizations and possibly recruit these as new 'Break the Silence' partners. Since the project not only involves NGOs, but also local government units, we shall maintain a database of trained individuals from the police and social welfare departments, and if they transfer, we track them and list them as secondary contacts.
- In the Philippines weather and natural disasters will always be a risk. Storms and typhoons could prevent partners from coming forward for training workshops, and major natural disasters could cause priority changes in our partners' planning for future programs.

Assumptions

- The participating partners are interested to move forward and complete the project. We will try to secure this by a detailed screening process.
- The current staff lineup at Stairway is expected to stay in their positions. In preparation of this proposal, the 4 key members have declared their intent to stay with SFI for the coming 5 years. In case of vacancies, we expect to be able to recruit highly skilled new staff. This should be easier with the establishing of the new center in Manila, where the recruitment base is larger than around the SFI center on Mindoro.

D. PROJECT ORGANIZATION AND FOLLOW-UP

D.1 Cooperation prospects: How does each partner contribute to implementing the project?

As described in section B2, SFI and the six partners in the original 1 year project have played a pivotal role in developing the overall strategy for the project and the specific project design. Stairway Danmark has been consulted thru the whole process, giving advice and sparring on organizational set-up, management, defining objectives etc. This proposal has been written in draft by SFI and completed thru a joint collaboration between representatives from SFI and SDK. SFI will have the full responsibility to implement the project.

In Stairway Denmark a committee of six has been formed to follow and monitor the project. The committee includes three members of the board (including the treasurer) and three persons from the member base, two of whom have stayed at Stairways center in Mindoro for an extended period of time. The committee will be responsible for financial monitoring and reporting and will be in regular contact with the implementing team in SFI. We expect representatives from SDK to visit SFI at least once a year to monitor the project and to offer sparring and technical advice. We also expect SFI's CEO, Lars Jørgensen, to visit Denmark at least once a year to discuss the project.

Stairway Foundation Inc. will have the full responsibility for implementing the project. The project is anchored in the Child Sexual Abuse Prevention Team under supervision of CEO Lars Jørgensen acting as consultant and sparring partner. The project activities will be managed from a new office and counseling center in Manila as described above. This will ease the logistics and recruiting of future staff and at the same time make it possible to prepare for a possible forming of a new, independent organization based on the BTS national network taking on the long term responsibility for continuing the activities.

D.2 Monitoring and evaluation of project implementation

By Stairway Denmark: Representatives from Denmark will conduct monitoring visits to SFI once to twice a year. The monitoring will include consultations with management and staff members, financial checks, visits to partner organizations and-if possible-participation in training sessions and meetings in the project coordinating committee. The first of these visits is planned in early 2011, giving SDK the opportunity to follow the start-up of the project.

By Stairway Foundation Inc: Monitoring of the project shall be done on an internal basis. A project coordinator shall be hired and tasked to monitor the implementation of activities that will be reported upon by Stairway's CSAP team, and the NGO partners. Standardized Monitoring tools shall be formulated which shall be supplemented by field visits by the Stairway CSAP team for each partner. Periodic review of accomplishments, and more importantly, reflections from partners shall be collected and processed in order to determine strengths and weaknesses in project implementation and strategy.

The monitoring will focus on three areas: Whether the agreed activities are conducted as planned, and whether the quality of the training conducted by the group of 36 secondary partners trained by the partners in BTSP-A are following the high quality standards expected by the network. The findings will of course feed back in the project management and training programs. The annual assessments and the conclusions from the SDK monitoring visits will form part of the input used in the continuous adaptation and development of the project. Finally the monitoring will try to assess the actual changes in attitudes, behavior and the (hopefully reduced) extend of abuse taking place in the areas where CSAP activities have been intense. This will be assessed against a baseline established in selected areas in the beginning of Phase 1.

A more comprehensive review shall be done in the beginning of Phase 2 and towards the end of the project period. The final review will be used to assess the overall outcome of the project as well as formulating strategies for future phases of the project.

An external evaluation will not be conducted. We judge that the added value of performing the final review and assessment by external consultants will not justify the expenses.

E. POPULAR FOUNDATION AND INFORMATION WORK

E.1 The Danish organization's popular foundation

See Annex D

E.2 Has project-related information work in Denmark been planned?

Yes, Stairway Denmark plans to conduct some kind of information activities in Denmark in the final part of the project period. The precise nature of these activities will depend on the project results as well as the opportunities in Denmark. One possibility is a short documentary on the project, another idea is to use the project as a platform for awareness raising about the issue of child sexual abuse in the Danish media and public.

Notice: The application text **must** adhere to the above structure, which also underpins the instructions available on the following pages. This part cannot exceed 25 pages.

3. Budget summary

Here a summary of the main budget items should be provided.

A detailed budget with notes must be submitted in the annex “*Budget format*”, which can be downloaded at: www.prngo.dk. NOTICE: Remember to fill in all three spreadsheets in the Excel file.

See also “Guide to budget preparation” at www.prngo.dk

Budget summary:		currency
Indicate the total cost (i.e. including contributions from the Project Fund as well as other sources)	<u>3.601.202,53</u>	DKK
Of this, the Project Fund is to contribute	<u>2.950.000,00</u>	DKK
Indicate any other source of finance, including the Danish organization’s or its partner’s contributions, if any	<u>651.202,53</u>	
Indicate total cost in local currency	<u>28.449.500,00</u>	
Indicate exchange rate applied	<u>1 DKK is treated as 7.9 Phil.Pesos</u>	
If relevant: Indicate the extent of project-specific consultancy assistance (spreadsheet 3 of the budget format), see also “Guide to budget preparation”		DKK

Main budget items:	<u>Full amount</u>	<u>Financing plan</u>	
		<u>Of this, from Project Fund</u>	<u>Of this, from other sources</u>
1. Activities	1.272.493,67	1.072.493,67	200.000,00
2. Investments	145.594,94	95.594,94	50.000,00
3. Expatriate staff			
4. Local staff	1.009.126,58	832.924,05	176.202,53
5. Local administration	578.987,34	378.987,34	200.000,00
6. Project monitoring	120.000,00	120.000,00	
7. Evaluation			
8. Information in Denmark (max 2% of 1-7)	50.000,00	50.000,00	
9. Budget margin (max 10%, min 6% of 1-8)	200.000,00	200.000,00	
10. Project expenses in total (1-9)	3.376.202,53	2.750.000,00	626.202,53
11. Auditing in Denmark	25.000,00		25.000,00
12. Subtotal (10 + 11)	3.376.202,53	2.750.000,00	651.202,53
13. Administration in Denmark (max 7% of 12)	200.000,00	200.000,00	
14. Total	3.601,202,53	2.950.000,00	651.202,53

4. Contact information

<p>Basic information about Danish applicant organization</p> <ul style="list-style-type: none"> • Organization's name • Address • Telephone and fax, if any • Email address • Website, if any • Name and address of other participant Danish organizations, if any 	<p>Stairway Danmark Rosenbergsalle 9, Nødebo 3480 Fredensborg info@stairwaydanmark.dk www.stairwaydanmark.dk</p>
<p>Contact person</p> <ul style="list-style-type: none"> • Contact person's address (if different from the organization's home address) • Contact person's email 	<p>Søren H. Sørensen Tlf. 48483215 soren@stairwaydanmark.dk</p>
<p>Partner in the South</p> <ul style="list-style-type: none"> • Organization's name • Address • Country • Email address • Website, if any <p>If there are several counterparts, all organizations must be mentioned.</p>	<p>Stairway Foundation Inc. Brgy. Aninuan, Puerto Galera 5203 Oriental Mindoro, P.O.Box 30440 Philippines Tlf. +63 917 8431 922.</p> <p>E-mail: stairway@stairwayfoundation.org Web: www.stairwayfoundation.org</p>

5. ANNEXES

OBLIGATORY ANNEXES

Remember that the following annexes concerning the applicant Danish organisation must be attached:

- a) the organization's statutes,
- b) the latest annual report,
- c) the latest audited annual accounts,
- d) list of names of governing body's members, and
- e) list of the organization's Danida-funded projects (including those financed by the Mini-Project Fund and the Project Fund) over the past five years. Indicate reference number, title, country, amount granted and project period.

Supplementary annexes (max. 30 pages)

Annex no.	Annex title
1	Guide to Setting Up CSAP Centers

Notice: All annexes should be submitted in a format allowing for easy photocopying (i.e. no magazines, books, newspapers cuttings, but only copies of relevant excerpts thereof).