

Ref. no. (to be filled out by CISU)

--	--	--	--

1. Cover page

PARTNERSHIP ACTIVITY (less than DKK 500,000)

Title of partnership activity:		Expansion of the Break the Silence Campaign for the Establishment of Widespread Safety Nets.	
Danish applicant organisation:		Stairway Danmark	
Other Danish partner(s), if any:			
Local partner organisation(s):		Stairway Foundation Inc.	
Country(-ies):		Philippines	Country's GDI per capita: US\$ 2.210 (year 2011)
Commencement date: 1. January 2013		Completion date: 31. June 2014	Number of months: 18
Contact person for the partnership activity: Name: Marianne Abildgaard Email address: ma@cphfilmcompany.dk			
Amount requested from the Project Fund: DKK 497.320		Annual cost level: DKK 331.547	
Is this a re-submission? (To the Project Fund or Danish Ministry of Foreign Affairs)? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes, previous date of application:			
In which language would you prefer the reply (choose one): <input type="checkbox"/> Danish or <input checked="" type="checkbox"/> English			
<p>Synthesis (maximum 10 lines – must be written in Danish, even if the rest of the application is in English) Med støtte fra bl.a. Projektpuljen har Stairway Foundation Inc. siden 2011 arbejdet med at opbygge et landsdækkende netværk af børneinstitutioner i Filippinerne, som kan arbejde effektivt med forebyggelse af sexmisbrug af børn, opfølgning på misbrugssager samt efterbehandling af ofrene i deres lokalområder. Denne partnerskabsaktivitet skal afsøge muligheder og metoder til at integrere politi, sociale myndigheder og skoler tættere både i den lokale indsats og i det landsdækkende netværk. På baggrund af erfaringerne herfra vil Stairway formulere en langsigtet strategi for etableringen af et sammenhængende netværk til beskyttelse af børn, som omfatter politiet, de sociale myndigheder, skolesystemet og andre lokale enheder med Stairway-trænede lokale børneorganisationer som omdrejningspunkt og ressourcecentre.</p>			

16. Sept. 2012

Date

Aarhus

Place

Person responsible (signature)

Tune Nyborg, formand f. Stairway Danmark

Person responsible and position (block letters)

2. Application text

Structure:

A. THE PARTNERS

A.1 The Danish organisation

Stairway Danmark (SDK) was established 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 into a strategic partner of SFI as well. Stairway Danmark has 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, strategy, etc.

In addition, we carry out information activities in Denmark through website, member magazines, presentations, etc., and SDK cooperates with other Danish organizations working in the Philippines and/or working with the issue of Child Sexual Abuse Prevention.

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

Organization and Finances

Stairway Danmark has received funding from Danidas Enkeltbevilling through seven years to 2002, a grant of DKK 1 million from the Mini Project Fund in 2004, a grant of DKK 400,000 from the Project Fund in 2008, and a grant of 3 million DKK from the Project Fund in 2010.

Stairway Denmark does not wish to be too dependent on government funding, and two thirds of our funding come from private sources. In 2011 we had 583 paying members and raised around 1,3 million DKK from private foundations, companies, member fees and collections. The most important donors are Paula and Axel Nissens Legat, Erik Thunes Legat, Lauritzen Fonden, Fonden af 18-12-1981, ØKs Almene Fond and Tage Abildgaard Holding. In addition, Rødkilde Gymnasium in Vejle conducts an annual collection of more than DKK 175.000. By the end of 2011 we had a cash reserve of 600.000 DKK.

Stairway Danmark has no expenses to staff and salaries as unpaid volunteers perform all work. 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 extended periods 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 the grants from the Project Fund, a special steering group with seven members has been formed to prepare the proposals and monitor the projects 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 well-functioning, comprising highly skilled board members, and fundraising has been very successful in recent years, although the financial crisis in relation to support from private foundations has had some impact on our financial resources.

For additional information se www.stairwaydanmark.dk

A.2 Other Danish partners (to be filled in if several Danish organisations are forming an alliance)

Not relevant

A.3 The local organisation

Stairway Foundation Inc., SFI, was 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 2002.

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 aimed at strengthening the rights of children and preventing child sexual abuse with formal basis in the UN children's rights convention under the headline 'Break the Silence'.

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. They are translated into 8 languages and are used in not only the Philippines but also in Vietnam, Cambodia, Thailand, Malaysia, India and a number of other countries. The production costs of well over DKK 2,5 million have been covered by a large number of donors, among them Stairway Danmark, The Project Fund, Kindernoethilfe, 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 the films in training sessions, workshops and presentations for children, parents and people with contacts and responsibilities for children: Teachers, social workers, priests, police officers, etc.

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. Since 2011 these efforts have been brought together in the 'Break the Silence' campaign, supported by the Project Fund as well as Stairway Denmark, Kindernoethilfe and other partners.

The aim of this proposal is to expand the program by bringing new government partners into the network.

Organizational set-up and physical resources

SFI is a registered non-profit foundation in the Philippines. The local board consists of 6 members: 4 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 25 people + a number of junior staffs - former street kids living and working on the center. The staff includes experienced psychologists, community development workers and social workers. The management structure has become stronger and formalized. A new office has been established in Manila from where the 'Break the Silence' campaign is coordinated.

The center itself has training and accommodation facilities for groups up to 60 people. A new stage for performances, workshops etc. has been completed in 2010, a new guesthouse in 2011 and a new 'children's house' with school, library and dormitories in 2012. All these buildings have been constructed exclusively by private fundings.

THE PROJECT FUND - Partnership activity (less than DKK 500,000)

In 2011 Stairway decided to buy the 10.000 m2 land that has been leased since 1990 for a total of 2,2 million DKK to be paid over 4 years. This was necessary in order to secure the future of the center. Alternatively, the land would have been sold to someone else, probably forcing Stairway off the land and losing much of the investment in buildings and infrastructure. The need to raise an extra 550.000 DKK annually for four years has put some financial stress on SFI as well as Stairway Denmark.

Apart from Stairway Danmark, SFI has long running partnerships with Kindernothilfe (Germany), Léger Foundation (Canada), Active Aid Partners (Denmark) and ADM Capital Foundation (Hong Kong). In addition, SFI is generating a growing income from sales of merchandise, hosting trainings and the I-Care exchange program with elite schools from (in 2012) Manila, Bombay, Singapore, Seoul, and Cairo.

Expenses and funding

The operating budget for 2012 is DKK 2,275,000 + investments. This is distributed as follows:

- Residential program: DKK 640.000
- Community assistance DKK 350.000
- Advocacy/CSAP DKK 940.000
- Administration, buildings etc: DKK 245.000
- Fundraising, PR etc. DKK 100.000

The 2012 funding is expected to come from the following sources:

- Kindernothilfe (Germany) DKK 390.000
- Léger Foundation (Canada) DKK 465.000
- Other local partners DKK 210.000
- Stairway Danmark DKK 515.000
- Projektpuljen DKK 540.000
- SFI own contribution DKK 150.000

In addition, a total of around DKK 750.000 will be invested in buying land (DKK 550.000), buildings, vehicles etc. Stairway Denmark will cover DKK 500.000 of these investments. The rest will be covered by other local partners and SFI's own income.

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

A.4 The cooperative relationship and its prospects

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 into 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 three projects funded by The Mini Project Fund/The Project Fund. In addition, Stairway Danmark has over the years raised large amounts from private sources. The money has been used for covering operational costs and for investments in buildings, equipment, animation films, etc. Over the last 5-6 years Stairway Danmark has contributed with consultancy on management, organizational development, recruitment and training of staff, and on formulating a long term strategy for SFI.

The partnership activity 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 and the Philippine boards. This application has been prepared by Danish and Philippine contributions in a close dialogue. The future prospects include ever-closer cooperation between the two organizations.

B. CONTEXT ANALYSIS

B.1. Relevance of the partnership activity

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.

All statistics and experience suggest that children from poor families, children with special needs (deaf, mentally ill etc) and children from ethnic minorities are at the greatest risk of being abused. Gender, on the other hand, is not a particular risk factor. Boys seem to be just as exposed to sexual abuse as girls.

For more than 10 years, Stairway has addressed the issue of child sexual abuse prevention, CSAP, under the headline 'Break the Silence'. In 2010 Stairway secured a DKK 3 million grant from the Project Fund for a five year project of training a large number of existing children's institutions throughout the country, in preventing sexual abuse and providing recovery for child sexual abuse victims in their local area. Another goal is to organize the trained NGOs in a national network. The project, called "*Break the Silence Campaign – creation of child sexual abuse prevention networks*", is moving ahead as planned and has been assessed by two advisors from CISU – Civil's Society in Development - in April 2012. Please read their report for further information.

This appraisal aims at expanding the existing project by integrating the Philippine National Police, PNP, the Department of Social Welfare and Development, DSWD, and the Department of Education, DepEd, (primary and secondary schools, high schools, universities and other institutions in the education system) in the network in order to lay the foundations of a more comprehensive safety net for children in the Philippines.

As described below in section B2 this integration of government entities is possible, because Stairway have been cooperating with PNP and DSWD for some time, and thus we already have contacts, agreements and personal relationships in place. As for DepEd, new rules oblige local schools to develop child protection policies, giving Stairway an opening for future cooperation. **We see a large potential, but we need 1-2 years to explore these opportunities and secure formal agreements, before an ambitious and strategic new project can be defined.**

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 still 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 local government units, local NGOs and other stakeholders. In addition, new rules from the Department of Education require local schools to develop child protection policies. This presents an obvious opportunity to integrate schools in formalized local child protection networks.

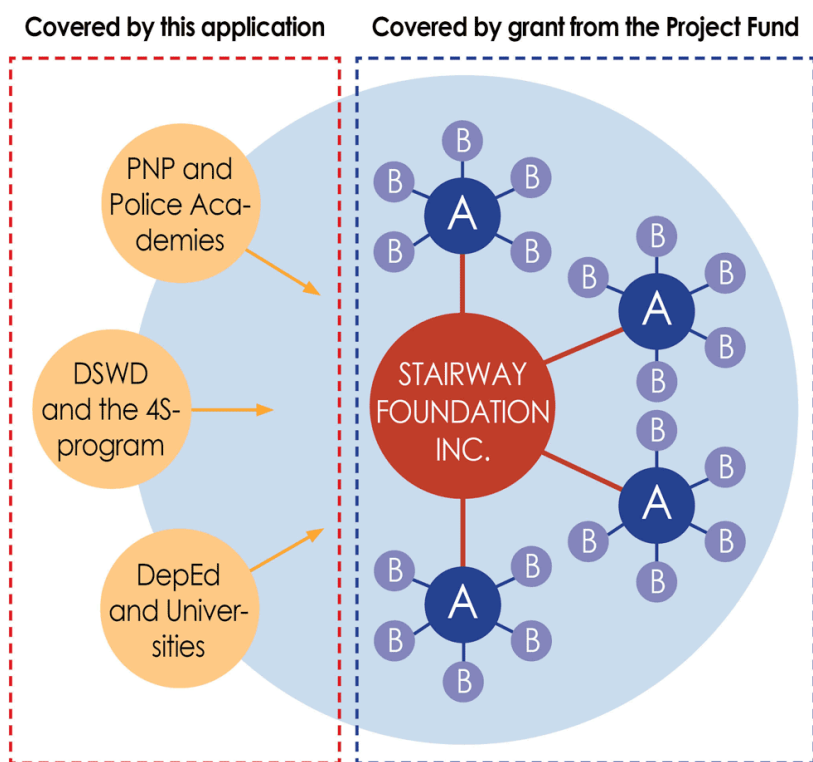


FIG. 1: THE CSAP-PROGRAM

In the existing project Stairway is directly training 12 hand-picked A-partners in child sexual abuse prevention and aftercare/recovery of victims. These A-partners themselves train a large number of B-partners in their region under close supervision from Stairway.

The local actions will have the largest impact if the local government units play an active part and if trained personnel with sufficient knowledge about the issues are available.

Therefore, integrating the police, the DSWD and the education sector in the CSAP-network will be an enormous advantage for the program.

In their local areas the A- and B-partners of the 'Break the Silence' existing project will raise awareness, organize systematic prevention and secure a proper safety net at different levels for victims who disclose. The proposed expansion of the project will contribute to a more enabling environment for disclosure and recovery of child sexual abuse victims.

In the context of this proposal a safety net is not limited to its traditional definition in the context of case management. It would refer to the wider environment, which would assist child sexual abuse victims in different aspects;

- A family environment, which greatly encourages openness and facilitates better disclosures by not blaming victims and reporting of the crime.
- A more sensitized law enforcement sector, of which even male police officers exhibit sensitivity towards child sexual abuse victims.
- Establishment of child protection systems within target schools thru the formulation and implementation of their own school child protection policies.

Combining interventions for these different domains would ensure that the prevention and advocacy work being achieved in the 'Break the Silence' campaign would be highly complemented by an appropriate local environment for disclosure and recovery of child sexual abuse victims.

The overall objective of this partnership activity is to create the basis for a long term strategic program that combines the two parts of the 'Break the Silence' campaign: The development of a national network of capable children's institutions and to change attitudes and practices within the local and national government units.

This might possibly lead to the formulation of a new, larger appraisal for the Project Fund concerning a possible Phase 2 of the program, integrating the two parts beyond 2015. This will be decided sometime in early 2014, when the proposed partnership activity is reaching its conclusion and has been properly evaluated and analyzed.

B.2 In what context is the activity placed?

- The proposed project should be seen as a logical consequence of the existing project "*Break the Silence Campaign – creation of child sexual abuse prevention networks*" supported by the Project Fund, which focuses on the prevention side of the issue of child sexual abuse by capacitating different partners coming from different parts of the Philippines to become child sexual abuse prevention resource centers.
-
- Through the 'Break the Silence' campaign, Stairway has started bottom-up by training NGOs at local level, as well as engaging in a wide range of activities to raise public and political awareness and to advocate for children's rights and the need for a stronger focus on the issue of child sexual abuse.
-
- However, in order to have a genuine impact on the attitudes toward child sexual abuse as well as prevention and case management at a local, regional and national level, we will need to engage three more stakeholders in a strategic effort: The police, the Department of Social Welfare and Development and the Department of Education.
-

Recently, two major partners for this project, the Philippine National Police thru the Philippine National Training Institute and the Department of Social Welfare and Development thru the 4Ps program, have already partnered with Stairway:

The partnership with DSWD goes thru the *Pantawid Pamilyang Pilipino Program* (often known by its 4P acronym). This is a national program of education and conditional cash transfer, inspired by the Brazilian *Bolsa Família*-program, targeting 3 million Philippine households. Stairway has already conducted preliminary CSAP-training for a number of key-workers in the program. There is a huge potential for integrating CSAP into the general program and thus for transforming the family beneficiaries of 4Ps into more aware and sensitive households towards children's rights. The partnership has been further strengthened thru the signing of a Memorandum of Agreement, which elaborates the promotion of CSAP thru the Family Development Sessions of the Pantawid program.

The prospect is very promising, but Stairway will have to work hard to develop a detailed training program as well as to get formal agreements that integrate the CSAP-perspective into the 4Ps program in a sustainable way. Most importantly, SFI needs to develop a strategy that will secure that the benefit of the training will reach the ultimate beneficiaries, namely the poor families out in the barrios.

The partnership with the Philippine National Police, PNP, has been gradually developed over more than five years. Starting in the Metro Manila area in 2007, Stairway is currently providing short 1-day trainings for all Police Recruits in all 17 regional training schools in the country. This training has covered 23,000 police recruits in the last 5 years, with more than 11,000 in 2011 alone. The trainings focus on challenging the existing beliefs and attitudes of the law enforcers toward children and the issue of child sexual abuse that contribute to the existence of barriers towards reporting. Discussions have been designed in a way to examine and challenge the law enforcers' own prejudices and biases contradicting what a child friendly law enforcer should be. In addition, Stairway is providing more extended trainings on career courses for higher-ranking officers, thus making an influence on the more senior officers in police stations and districts.

The feedback SFI receives from the trainings of the cadets as well as the senior officers leaves little doubt about the significant impact of the training sessions in terms of radical changes in attitude, despite the compromised time allocated for the sessions. However, SFI recognizes the need to systematically document the effect of the trainings in order to consolidate and institutionalize the program.

Following the engagement with the PNTI was a partnership with the PNP Women and Children Protection Desks (WCPD), a division created to cater to all cases involving women and children. As much as the initiative to develop a special division for this purpose is a great idea and a first of its kind in Asia, the esteem and the support surrounding this division offers little justice to the women working there. Since 2008, SFI has been in close collaboration with all the WCPDs in the National Capital Region (NCR), and for the past 4 years all the heads of the capital's WCPDs have held an annual convention at Stairway for discussions, trainings and future planning. A tangible result of this collaboration is the development of Child Friendly Spaces (CFS) in all police stations in Metro Manila. So far, Stairway has covered 16 stations with another 10 planned for 2012, and hereafter another 10 to go.

The most recent breakthrough in SFI partnership with the Philippine law enforcement came when a good friend, General Guinto, was appointed director of the Philippine National Police Academy. Guinto has been instrumental in the growing collaboration between the PNP and SFI, and in his new position he is integrating child rights and child protection, with particular focus on child sexual abuse, into the curriculum of the PNPA cadets. As opposed to the PNTI, there is only one PNPA in the country, and that is the school giving 4 years of training to the future heads of all the police stations around the country.

The training of the PNPA cadets is also a lot more comprehensive than that of the PNTI cadets, as apart from the training at the school, it involves an exposure trip to Stairway's Learning and Resource Center in Mindoro. Here the cadets are having discussions with former street children, who will tell them how they perceive the police based on the overwhelmingly negative experiences they had while living on the streets. It is a very new and very progressive concept to have the young elite of the national police force humbly listening to the stories of police violence, abuse and neglect from children, who used to be considered waste on the streets. The cadets also view Stairway's advocacy theater piece, Cracked Mirrors. The comments and discussions concluding the cadets' 3 day visit to Stairway clearly indicate that this is a very special, highly appreciated and extremely impactful aspect of the cadets' 4 years of training.

The PNPA collaboration offers so much potential in terms of influencing the attitude of the future leaders in the national police force, and thus it is a high priority partnership. SFI has already developed a Memorandum of Agreement with the PNPA, which will secure the collaboration to continue regardless of change in the management. The MOA will be officially signed on Sept. 17. 2012 and will be forwarded to CISU if needed.

The level of collaboration between any NGO and a national police force exemplified in Stairway's partnership with the PNP is not only a first in the Philippines, but all around South- and Southeast Asia. ***As the development and the expansion of this collaboration has happened sort of organically through a gradual spread of word and reputation, SFI has until now not been able to document and verify the positive effects of the partnership, and securing the necessary financial means to run and expand this unique program has been equally neglected. These are the major issues that SFI hopes to address through this proposal.***

During the trainings of police recruits, police officers and police cadets, the PNTI and PNPA provide training facilities and a basic accommodation for Stairway staff. Stairway pays for transport, per diems and salaries for its staff. With PNTI, there is an extreme shortage of resources and they will not be able to cover Stairway's expenses without a top level political decision to allocate more funding and integrate the CSAP-training in the formal curriculum. This is a possible long-term prospect, but it is not realistic in the medium term.

Stairway's present level of collaboration with the Philippine National Police presents a very unique opportunity. It is extraordinary that a non-government organization is afforded that level of access and influence to the inner workings of a government unit, especially the law-enforcement. It is now up to Stairway with the support of our partners to make a strong effort in order to formalize the partnership and to develop a modus operandi with long-term sustainability.

Partnership with Department of Education and educational institutions

The A and B-partners, which Stairway is capacitating as part of the 'Break the Silence' campaign, are already now working closely with local schools by training teachers and staff and providing orientations for children and parents. During trainings for teachers and other stakeholders, Stairway has heard of many cases where disclosures of child abuse are not handled properly inside schools. This stems from the fact that there are no prescribed internal standards for handling disclosures of students within the school. As a result, cases of abuse are often not reported, and teachers and other school personnel will rely on what they think is the right thing to do.

However, in 2012 the Department of Education has issued new rules obliging schools to develop '*Policy and Guidelines in Protecting Children in School from Abuse, Violence, Exploitation, Discrimination, Bullying and Other Forms of Abuse*'.

Stairway sees this as a great opportunity to help formalize the focus on child sexual abuse prevention in the educational system by pioneering policies that include this topic. We therefore want SFI to pilot such policies in selected areas, and building on these experiences train the BtS-partners to develop such policies in their local areas. These pilot projects can then be used as a way to promote CSAP-initiatives in every part of the education system.

All of the above engagements are special opportunities seldom provided to non-government organizations like Stairway, and thus should be further developed. In order to build a stronger partnership with the PNP and the DSWD, Stairway will have to direct more resources toward providing support and trainings as well as develop strategies for long-term sustainability. In relation to the Department of Education we need to transfer our experience on ground level to the top of the department. This also means that Stairway itself will need additional financial support.

SFI has engaged in the cooperation with PNP and DSWD without additional donor funding by making staff work hard on a shoestring level and by tapping into Stairway Denmark's private fundraising as well as own reserves. This is not sustainable. Sufficient private funding has been difficult to obtain in Denmark, partly because of the financial crisis, partly because private donors are (understandably) reluctant to support projects directed against government entities: The need for helping an abused child is easy to explain, but why can't the police pay for its own capacity building?

In addition, in order to intensify the activities, Stairway will need funding for administration, management, and maintenance of the SFI training center. By not tapping into external funds, there is a high risk that we lose the opportunity to engage with the said partners in a more long term basis in order to reach the potentials as expounded in this proposal.

B.3 How has the partnership activity been prepared?

Since before writing the application for the 'Break the Silence' campaign to the Project Fund in 2010, it has been clear for both Stairway Foundation and Stairway Denmark, that at some point we would have to engage in a closer collaboration with the government units in order to secure the impact we hope for. However, at the time our year-long efforts to affect change within these 2 government departments had not yet materialized into the necessary personal relations and agreements, so we were not yet ready to integrate these aspects in the proposal.

In the meantime a lot of experiences have been gained, new opportunities have emerged, and during the last year we have discussed how to move forward. In mid-2011 three representatives from the Stairway Denmark board visited SFI and had long discussions with the SFI management and the CSAP-team about

the future possibilities and strategies. The representatives also met and discussed future partnerships with senior chief superintendent, General Clarence Guinto, then head of the Philippine National Police Human Rights Department and who now heads the PNPA. In late 2011 another representative from the SDK board joined the SFI staff on a training mission to the partners and police academy in Cebu in order to observe the field work and discuss the project with the local CSAP-partners.

In parallel to this, the CSAP-team conducted a series of discussions with the existing BtS-partners in order to integrate their ideas and opinions about how to complement the advocacy and prevention work they are currently doing.

Based on these experiences, in early 2012 we decided to go for a major grant from the Project Fund in order to establish a 3-4 year project expanding the BtS-project. However, after a series of meetings and workshops in the CSAP-team in the Philippines, further discussions between Stairway Denmark's board and Stairways CSAP-team and management, and not least consultations with the advisors from CISU who visited Stairway in April 2012, we concluded that too many questions are still un-answered. Therefore, we decided to propose this partnership activity, in order to get these answers before we finally settle on a long-term strategy for the program:

Among the important questions are these:

- How can we engage the police, the DSWD and the education system in a safety net for children?
- How and to what extent can we expect this cooperation to be formalized?
- How can we build synergies between the two parts of the 'Break the Silence' campaign, for instance by letting the BtS-partners perform the police training and help local schools develop child protection policies?
- How can we make the safety net financial and organizationally sustainable after the phasing out of support from the Project Fund?

C. THE PARTNERSHIP ACTIVITY

C.1 Objective and expected processes

Overall Objective: To explore the possibilities for expanding the BTS network to government partners and develop methods and strategies for establishing a widespread safety net, brought about by an enabling environment, which facilitates effective disclosure and prevention of child sexual abuse.

Specific Objectives:

- To explore strategies and methods for integrating the issue of child protection in the mindset, policies and daily practice of the Philippine National Police while continuing and developing the partnership with the 17 police training schools under the Police National Training Institute and the Philippine National Police Academy.
- To expand the partnership with DSWD in order to integrate child sexual abuse prevention in the *Pantawid Pamilyang Pilipino Program*.
- To pilot and promote child protection policies in local schools in order to develop cases of best practice as examples and inspiration on a national level.
- To explore methods and strategies for cooperation between the partners in the BtS-campaign and the police and social government units in order to achieve synergies and networking.

The specific processes that this project expects to set into motion include the following:

- Capacity building: The training of partner organizations in order to increase their capacity for child protection.
- Formation of networks: The expansion of government sectors (the police, DSWD and the education system) as partners of the Break the Silence network, with active links to the existing BtS NGO partners.
- Pushing the agenda of child protection: That these government partners put the issue of child sexual abuse prevention as one of their priority agendas.

This partnership activity is expected to produce the following results:

- A most needed positive change in attitude towards child rights and child sexual abuse amongst 10-14,000 graduating police cadets nationwide per year. It is a qualitative change that initially can only be verified through interviews and questionnaires.
- Our PNP partners signify interest to have a Child Protection Policy in all police stations, and an initial strategy to implement this has been drafted in collaboration between SFI and PNP.
- In one pilot region, we have analyzed the communication flow and identified a method to secure that the CSAP training of the 4P trainers will trickle down to the end beneficiaries-the families.
- We have obtained a written agreement with the DepEd to be a formal partner in assisting schools to set up and implement Child Protection Policies. Further, we have tested our approach and succeeded in schools in local Puerto Galera and Cavite.
- We will have government units become active partners in the BtS network, which will be manifested through active collaboration with the 'Break the Silence' NGO members

C.2 Participants

The primary partners of the partnership activity are the existing partners in the 'Break the Silence' campaign and the new government partners in the PNP, the DSWD and the DepEd with Stairway Denmark as a dialogue partner on the sideline.

The activity will be a combination of 'field work' on a local level and strategic discussions, networking and trust building on top level in the mentioned government entities.

Those that will take part directly in the activities:

- App. 11,000-14,000 police recruits and police cadets annually.
- App. 200 police officers on career courses
- Approximately 400 staff and teaching personnel of the PNTI and PNPA.
- Regional Training Specialists, Provincial and Municipal/City Links of the DSWD Pantawid program
- Partner Civil Society Organizations of the Pantawid program implementing the Family Development Session Components.
- School heads and teachers coming from the 7 regional 'Break the Silence' areas.
- Barangay point persons on children and women's concerns coming from the 7 regional 'Break the Silence' areas.
- The 44 A and B-partners of the 'Break the Silence' network
- Other sectors that might in the future be determined to be considered as primary target groups

Local partner legitimacy:

- The PNTI and PNPA have direct supervision over the annual training of 11,000 police recruits and police cadets in the country that are deployed all over the Philippines.
- The DSWD is the direct implementer of the 4Ps program, and is the National Government's main implementer of social welfare and development programs.
- The DepEd has direct supervision over all government elementary and secondary schools in the Philippines.
- The 'Break the Silence' members are all community-based organizations which have been operating in their communities for a number of years already, and are recognized locally. They have the capacity to serve as local child sexual abuse prevention resources because of the capacity building and mentoring provided by Stairway to them thru the existing 'Break the Silence' campaign.

C.3 Methodology and modus operandi

The methods and tools for achieving the objectives of this partnership activity are firmly founded on the experience Stairway has built over many years: Advocacy, trainings of individuals, capacity building of organizations and the creation of networks for exchange of knowledge and forums for mutual learning.

As described in section A3 Stairway has developed a comprehensive collection of training materials and methods that forms the core of the 'Break the Silence' campaign as well as our additional activities among the police, local authorities, religious groups etc. This toolbox has been developed and refined over several years and can easily be adapted to specific target groups, i.e. the *Pantawid Pamilyang*

Pilipino Program, the police academies or local schools, and includes films, presentations and exercises as well as guides for long training courses and capacity building for whole organizations.

Each of the three new target groups will be approached in different ways:

The Philippine Police (PNTI and PNPA)

Stairway’s CSAP-team is currently conducting trainings for all recruits, cadets and some career officers. This partnership is based on an agreement with the head officer of the PNTI, its individual institutes and with the head of PNPA. Stairway will continue these trainings as part of the partnership activity, but this will be supplemented by new activities in order to integrate the issue of child protection stronger into the thinking and priorities of the national police:

- All the police regional training schools and the PNPA will be approached in order to explore the possibility of long-term sustainability of the trainings, and this would include Stairway providing CSAP training as well to its staff and to its external trainers. Sustainability could be by the schools’ assigning of current staff as trainer, hiring external trainers as permanent staff, by allocating funds for paying for trainings in their own budgets or by other means.
- We will identify at least 3 police training schools/stations that will participate in developing child protection policy models – to be used as blueprints for others.
- The effect of the trainings on individual police officers and institutions will be measured through a survey.
- In parallel, we will establish contact between the police training schools and local ‘Break the Silence’ partners in order to explore the possibilities of establishing local networks and for the ‘Break the Silence’ partners to take over the trainings over time.
- Finally, we will build stronger network between Stairway and the training schools by organizing a seminar to be participated in by representatives from the police training schools, from the ‘Break the Silence’ Partners and even from DSWD and DepEd, which could be either at the regional or at the national level.

In short, the strategy towards the police will be to build on the existing (very positive) relationship in order to deepen the partnership and bring other NGOs into the networks.

The DSWD Pantawid Pamilyang Pilipino Program:

Stairway has already conducted preliminary CSAP-training for a number of key-workers in the program and signed of a Memorandum of Agreement, which elaborates the promotion of CSAP thru the Family Development Sessions of the Pantawid program. The program works partly through DSWD staff and partly through local CSO-partners in the program.

- Stairway will continue to monitor and provide technical assistance to those who have already been trained.
- Stairway will train more focal persons and maybe for some of the local CSO Partners, to a higher capacity in order for them to work as trainers-of trainers.
- We will establish contacts between our existing ‘Break the Silence’ partners and the Pantawid Program, help them to form formal agreements and train the ‘Break the Silence’ partners to perform trainings and other tasks in their local community as part of the program, thus establishing a link between the ‘Break the Silence’ campaign and the Pantawid program at local level.
- In order to do this, we have to adapt the existing training materials of child sexual abuse prevention advocacy in the context of the Pantawid program.

In short, the strategy towards the DSWD is to build capacity top-down as well as engaging the existing ‘Break the Silence’ partners in the program bottom-up in order to create synergies, to strengthen commitment in the program and, at the same time, providing ground level experience and models for nation wide use.

The Department of Education and the local schools

THE PROJECT FUND – Partnership activity (less than DKK 500,000)

The primary and secondary schools are natural partners for the 'Break the Silence' partners in their communities – as are the local police, the municipal social welfare departments, churches and religious institutions etc. The new Departmental Order requiring all schools to develop child protection policies is a great opportunity for Stairway to make sure the issue of sexual abuse is part of these policies. This will not happen by itself, since the sexual abuse is highly tabooed in the conservative, catholic Philippines.

- Stairway will pilot such policies for 17 government schools in our local area of Puerto Galera, Oriental Mindoro and for 5 schools in Silang, Cavite. Agreements with the local authorities are in place and the project is ready to start in early 2013.
- At the same time, we will train the existing BtS-partners on child protection policy formulation and conduct workshops for the BtS partners, Local school partners and Barangay¹ Point persons on how to elaborate and implement such policies, how to form child protection teams etc. This is done in order to develop models for the participatory processes of formulating and implementing child protection policies.
- These models for processes and organization will be presented to higher levels in the Department of Education with the aim of having them implemented as standard recommendations, thereby securing a more prominent place for the issue of child sexual abuse prevention in policies all over the country.

In short, our strategy towards the schools is to develop solid models at local level and offer them to schools nationwide in collaboration with the Department of Education.

Networking and cooperation

The task of creating a safe society for children is enormous in a country of 100 million people and cannot be done by Stairway, let alone by the 44 BtS-partners. Much broader networks and government support on a national level is necessary. At the same time, creating a safe local community requires the participation of everybody: Parents, teachers, social workers, priests, law enforcement, politicians, taxi drivers, street vendors, hotel owners.

- Through the existing BtS-project, Stairway is trying to build deep, local networks around first the A-partners, and secondly around the B-partners. The school initiative will add another aspect to this local cooperation.
- Through the proposed partnership activity, Stairway will build stronger networks with the police and the DSWD. Thereby more police officers and government social workers will have a stronger awareness of child protection and child sexual abuse prevention. This is an end in itself but it can also enforce the local networks in the community, where they serve.
- By inviting the government entities and the BtS-partners into the same network and learning processes we hope to gain synergies and stronger impact.

In short, our strategy to bind together all the activities and interventions across sectors is ambitious and has not been tried before in the Philippines, at least not in a scale like this. We are not sure everything will succeed, but the potentials are huge, and we are confident that it is realistic to achieve most of the objectives.

After the partnership activity

The overall objective for this partnership activity is to explore the possibilities for a much larger collaboration about child sexual abuse prevention, including government partners as well as the existing BtS-partners.

If we succeed in doing so, the experience and learning from this activity will naturally flow into the formulation of a possible Phase 2 of the 'Break the Silence' campaign beyond 2015. Exactly how this should be done and what objectives should be set will depend of the learning from this activity as well as evaluation of the BtS-project.

¹ A Barangay is the lowest level of local government in the Philippines, comparable to the traditional Danish 'sogn'.
THE PROJECT FUND – Partnership activity (less than DKK 500,000)

C.4 Activity plan and specific outputs

This partnership largely capitalizes on Stairway’s existing positive partnerships with target government agencies and the presence of an active network of NGO partners trained and formed out of the current ‘Break the Silence’ Project. Activities to be implemented for this partnership would aim toward enhancing these partnerships individually and creation of synergies between and among them for greater impact and sustainability. A combination of “strategic” and “operational” undertakings, project activities would work on capacitating and influencing both the “top-level” and “field-level” management of the target government partners.

Activities	Expected Outputs
<p><i>In pursuit of specific objective 1: To explore strategies and methods for integrating the issue of child protection in the mindset, policies and daily practice of the Philippine National Police while continuing and developing the partnership with the 17 police training schools under the Police National Training Institute and the Philippine National Police Academy</i></p> <p>*SFI conducts CSAP trainings of police recruits in all the 17 police training schools and the police academy.</p> <p>*SFI conducts CSAP trainings of staff in the police training schools and in the police academy.</p> <p>**SFI will initiate consultation meetings with the heads and other key decision-makers in the PNTI and PNPA; and this includes organizing an assembly of all the regional directors of the training schools and the head/s of PNTI and PNPA geared towards making the leaders commit to BTS sustainability in their institutions.</p> <p>*SFI will provide the necessary technical assistance to the training schools/academy that would commit to sustain the BTS trainings in their respective schools/academy.</p> <p>*SFI will conduct a systematic survey on the effects of the BTS sessions among the police recruits and cadets that would further support anecdotal evidence and current data on the relevance and positive effects of the trainings; the results of this survey would provide a stronger basis for convincing the police schools and the academy to take on and continue with the BTS trainings</p> <p>**SFI will conduct orientation/consultation meetings with key people from the police stations/training schools on child protection policy.</p> <p>**SFI will conduct follow through meetings and trainings for the development and implementation of child protection policy models</p>	<p>Within the 18-month project period:</p> <p>*Approximately 11,000 police recruits and cadets have been trained on CSAP.</p> <p>*All the identified/selected staff in the police training schools and in the police academy have been trained on CSAP.</p> <p>*Eight (8) PNP institutions (police training schools including the academy) have signified interest to sustain the BTS trainings manifested through a formal written agreement.</p> <p>*Organized data on the effects of the BTS trainings among the police recruits and cadets.</p> <p>**PNP institutions have signified interest to have a Child Protection Policy in all police stations, and an initial strategy to implement this has been drafted in collaboration between SFI and PNP.</p>
<p><i>In pursuit of specific objective 2: To expand the partnership with DSWD in order to integrate child sexual</i></p>	

<p><i>abuse prevention in the Pantawid Pamilyang Pilipino Program</i></p> <p>**SFI will organize meetings with the heads and other key people of DSWD 4Ps and partner CSOs</p> <p>*SFI will train partner civil society organizations of DSWD 4Ps</p> <p>*SFI will develop and print a handbook/manual on CSAP for DSWD 4Ps</p> <p>**Regional monitoring sessions will be conducted to be participated in by the partner CSOs, DSWD 4Ps, the BTS Partners and representatives from the other government partners (PNP and DepEd)</p>	<p>*A document that contains an analysis of the communication flow and the method to secure that the CSAP training of the 4P trainers will trickle down to the end beneficiaries-the families.</p> <p>*CSAP Manual for DSWD 4Ps developed, printed and distributed.</p> <p>**Partnership agreements between the BTS Partners and their 4Ps partners (as applicable, together with other CSOs, DepEd and PNP) have been generated.</p>
<p><i>In pursuit of specific objective 3: To pilot and promote child protection policies in local schools in order to develop cases of best practice as examples and inspiration on a national level</i></p> <p>**SFI will meet with the key people at the DepEd national level</p> <p>**SFI will meet with the key people from identified local partner schools</p> <p>*SFI will conduct training of BTS partners and their local partner schools</p>	<p>*A written agreement with the DepEd to be a formal partner in assisting schools to set up and implement Child Protection Policies had been obtained.</p> <p>*All the BTS A Partners and their partner local schools have been trained on child protection policy development.</p> <p>**A document that contains the experience of SFI approach in promoting child protection policies in local schools.</p>
<p><i>In pursuit of specific objective 4: To explore methods and strategies for cooperation between the partners in the BTS Campaign and the police and social government units in order to achieve synergies and networking</i></p> <p>(refer to ** activities under specific objectives 1-3)</p>	<p>(refer to ** outputs under specific objective 2 and 3)</p>

Timeline of activities

Activities	January-June 2013	July-December 2013	January-June 2014
<i>With the Philippine National Police</i>			
a) Training of police recruits in all the police training schools	—	—	→

b) Training of police cadets in the police academy		→	
c) Training of staff in the police training schools and in the police academy, consultation/exploratory meetings	→		
d) Follow-up meetings among the police training schools and in the police academy		→	
e) Monitoring/technical assistance visits among 8 selected training schools/academy			→
f) Assembly of directors of the police training schools		→	
g) Survey on the effects of CSAP sessions among the police recruits and police cadets	→	→	→
h) Development of child protection policy in the police training schools/police stations/police academy	→	→	→
With the DSWD 4Ps			
a) Training of partner civil society organizations	→		
b) Printing of handbook/manual on CSAP for 4P's	→		
c) Regional monitoring sessions with BTS partners and DSWD focal persons	→	→	→
With the Department of Education			
a) Development of child protection policies for government schools in Puerto Galera	→	→	→
b) Development of child protection policies for government schools in Silang Cavite	→	→	→
c) Development of child protection policies among the local schools partners of the BTS Partners NGOs	→	→	

C.5 Assumptions and risks

Assumptions:

The participating organizations (both government and NGOs) are committed to this undertaking as demonstrated by their active and sustained involvement. There is continuity of support and cooperation from the Philippine Police and DSWD leadership. Stairway's present partnership with these organizations has been the result of series of efforts and initiatives, which have somehow placed the partnership in a more stable position.

DepEd Undersecretary Moyot has expressed that the department welcomes SFI to help in the process of implementing Child Protection Policies in all schools around the country. We are confident this will lead to a formal collaboration on a national level, but no written agreement of collaboration has yet been signed.

The project must be managed and implemented by committed and competent staff. The current staff line-up at Stairway is expected to stay in their positions. In case of vacancies, highly skilled new staff will be hired to continue with the project.

Risks:

Since personal relationships are very important in the Philippines, the partnerships between Stairway and the National Police and the DSWD could suffer setbacks by changes in management. Accordingly, political priorities might change – as an example the *Pantawid Pamilya Pilipino Program* is initiated and promoted by the current president and might be affected by political changes after the next election. We believe, however, that we can overcome most of these risks by our track record and proven results.

Accordingly, changes in management and key staff in the individual 'Break the Silence' partners as well as in local government and police training institutions can cause set-backs in the project. However, SFI has a long experience of getting around such obstacles and compensate with specific activities in the relevant places.

The supplementary funding from other sources is theoretically a risk, but this will be very small, since the funding comes from several sources, with all of whom SFI have long cooperation and agreements.

Bad weather and natural disasters will always be a risk. These may affect and delay conduct of planned workshops, meetings, monitoring visits and other project activities.

D. ORGANISATION AND FOLLOW-UP

D.1 Division of responsibilities and tasks in the partnership activity

Stairway Foundation Inc. in the Philippines will have the main responsibility for implementing the partnership activity. Stairway Denmark will be in an on-going dialogue about objectives, strategies and results. Representatives from Denmark will visit the project at least four times during the project period (partly as part of monitoring the existing BtS-project), and representatives from SFI will visit Denmark at least once.

In SFI the responsibility for the activity is placed in the CSAP-team with manager Lars Jørgensen as supervisor and ultimately responsible. The CSAP-team is a well functioning unit of highly qualified professionals including 1 program coordinator, 4 trainers/advocacy officers and 1 psychologist, supported by administrative staff. All team-members are Filipinos.

In Denmark, the responsibility is placed in a sub-committee under the Danish board, headed by the treasurer Marianne Abildgaard and including 6 other members, 5 of who has visited Stairway for extended periods. This committee is also monitoring the existing BtS-project.

In addition, a strategic development process is being launched, headed by former chairman Søren H. Sørensen, and assisted by an experienced organizational consultant. The process will include the Danish board and the management and board of Stairway Foundation Inc. and will incorporate the results and experiences from the partnership activity as well as the current BtS project. The aim is to develop a strategy for Stairways development with a 5-10 years perspective.

D.2 Systematization of experiences – during and after implementation

The program coordinator, Grace Esteban, using the reporting systems developed as part of the existing activities, will oversee the direct monitoring and documentation of the project. In addition, a study of the effect of CSAP-trainings among police officers will be conducted as part of the project. Together with the personal observations and experiences by the SFI staff, these data will feed into an on-going learning process in the CSAP-team.

In early 2014 the partnership activity will be evaluated and concluded in a process headed by director Lars Jørgensen and with Stairway Denmark's board as a dialogue partner. The conclusions from this process will feed into:

- A short-term plan to ensure that potentials and results from the partnership activity are properly exploited.
- A long-term strategy for the development of Stairway.

- A plan for the continuation of the 'Break the Silence' campaign, possibly involving a new proposal to the Project Fund for at Phase 2-project, that combines the two parts of the campaign beyond 2015.

E. INFORMATION WORK

E.1 Has information work in Denmark been planned in connection with the partnership activity?

No

Notice: The application text **must** adhere to the above structure, which also underpins the instructions available on the following pages. The total application text (sections A-E) cannot exceed 16 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.cisu.dk. NOTICE: Remember to click on all three tabs in order to fill in all three spreadsheets.

See also ‘Guide to budget preparation’ at www.cisu.dk

Budget summary		Currency
Indicate the total cost (i.e. including contributions from the Project Fund as well as other sources)	<u>791,762</u>	DKK
Of this, the Project Fund is to contribute	<u>497,320</u>	DKK
Of this, indicate the amount to be contributed by other sources of finance, including self-funding by the Danish organisation or its local partner, if any	<u>294.443</u>	DKK
Indicate total cost in local currency	<u>5,157,339</u>	PHP
Indicate exchange rate applied	<u>1 DKK = 7,00 PHP</u>	

Main budget items:	Full amount	Financing plan	
		Of this, from Project Fund	Of this, from other sources
1. Activities	624,986 DKK	330,543	294,443
2. Investments	0	0	0
3. Expatriate staff	0	0	0
4. Local staff	82,205 DKK	82,205	0
5. Local administration	29,571 DKK	29,571	0
6. Monitoring of the activity	0	0	0
7. Evaluation	0	0	0
8. Information in Denmark (max 2% of 1-7)	0	0	0
9. Budget margin (min 6% and max 10% of 1-8)	25,000 DKK	25,000 DKK	0
10. Activity expenses in total (1-9)	761,763 DKK	467,319	294.443
11. Auditing in Denmark	0	0	0
12. Subtotal (10 + 11)	761,763	467,319	294,443
13. Administration in Denmark (max 7% of 12)	30.000 DKK	30.000	0
14. Total	791,762 DKK	497,320	294,443

4. ANNEXES

OBLIGATORY ANNEXES

The following annexes must be submitted both in print by post and electronically by email:

- A. Basic information about the Danish applicant organisation
- B. Factsheet about the local organisation
- C. Budget format

Annex B is filled in and signed by the local partner. It can also be submitted in a copied/scanned version.

The following annexes about the Danish organisation must be submitted in print by post:

- D. The organisation’s statutes
- E. The latest annual report
- F. The latest audited annual accounts

SUPPLEMENTARY ANNEXES (max 30 pages):

Annex no.	Annex title

Notice: All annexes should be submitted in print in three copies (no magazines, books, newspaper cuttings or ring binders, but copies of relevant excerpts thereof).

Instructions for writing the application: Partnership activity

These instructions elaborate on what should be included under each section in order to have the application assessed.

Background material:

- Read '*Guidelines for the Project Fund*', which include the formal requirements regarding the organisations, partnership and activity, as well as the criteria against which the application will be assessed.
- See previously approved partnership activities on the website of CISU to find inspiration.

A. THE PARTNERS

A.1 The Danish organisation

All applicants must fill in Annex A 'Basic information about the Danish applicant organisation', which is available at www.cisu.dk.

In addition, describe:

- The organisation's experience of working with the issues addressed by this partnership activity.
- Why this partnership activity is important for the Danish organisation.

In the case of a fragile situation:

- Why is it relevant for you, in particular, to address the issue concerned in the given context (e.g. good knowledge of local conditions or experience of humanitarian interventions in the area)?
- Account for the organisation's experience and competencies regarding work in conflict-ridden scenarios.

A.2 Other Danish partners

(to be filled in if several Danish organisations are forming an alliance)

It is possible for two or more Danish organisations to join forces around a partnership activity. If this is the case, the other participant Danish organisations must be described here. Please, note that the organisation to take on formal responsibility for a possible grant must be the one indicated in subsection A1. Other Danish organisations should not fill in Annex A: 'Basic information about the Danish applicant organisation'.

- Indicate the organisation's year of foundation, and briefly describe its history, mission and possible main activities.
- What experience does the organisation have of working with development cooperation in general?
- What experience does the organisation have of working with the particular issues addressed by this partnership activity?

A.3 The local organisation

Annex B 'Organisational factsheet about the local organisation' must be filled in for the local implementing partner(s). The form can be obtained at www.cisu.dk.

In addition, describe:

- How the organisation is rooted in the local community(-ies) in which the activity is to take place.
- The organisation's record, if any, of working with the issues addressed by this partnership activity.
- Why this partnership activity is important for the local partner organisation.

A.4 The cooperative relationship and its prospects

Indicate:

- For how long have the partners been in contact?
- The experience of cooperation between the Danish organisation and its local partner(s), including strengths and weaknesses in their cooperation so far.
- How will the partnership activity applied for develop the relationship between the partners?

B. CONTEXT ANALYSIS

B.1 Relevance of the partnership activity

- Outline the main issues of the activity.
- Explain the most significant reasons why these issues are important to address.
- How do these issues relate to previous cooperation between the partners?
- How is the activity linked to the local partner(s) day-to-day work with poor target groups and development?

B.2 In what context is the activity placed?

- In which countries and local areas is the activity to take place?
- Describe the conditions that make up essential background knowledge for assessing the activity's relevance (e.g. social, economic, environmental or political factors).

In the case of a fragile situation:

- On the basis of the above, indicate why this is a case of a fragile situation.
- Indicate the assessment criteria (see Guidelines for the Project Fund, p. 26) with which the partnership activity may not necessarily be able to comply due to the fragile situation.

B.3 How has the partnership activity been prepared?

- Describe the preparatory process, including, for instance:
 - The actions and the dialogue that have led to the design of this partnership activity.
 - Who has taken part in the planning, and what has been the role of the local organisation and of the Danish organisation, respectively?
 - Whether the activity applied for is an extension of a similar activity or project that was previously implemented. If so, briefly describe the experiences of this former project or activity.
 - Whether specific analyses been carried out (including gender-specific ones) during the preparation of the activity. If so, how have these fed into this partnership activity's design?

If an **appraisal** has been carried out prior to this application:

- What were its main conclusions?

If this is a **re-submission**:

- Which initiatives or studies have been conducted as a result of the rejection of the previously submitted application?

C. THE PARTNERSHIP ACTIVITY

C.1 Objective and expected processes

- Indicate the overall objective pursued by the activity (maximum three lines).

- Indicate the specific processes which the activity is expected to set in motion or complete (maximum three lines per process), e.g. with regard to organisational development.
- Describe – point by point – the most significant positive changes that you expect the activity to have achieved when it ends.
- Describe how you expect the objective of the partnership activity to strengthen the local partners and/or target groups in the longer term as regards their active role in civil society.

C.2 Participants

The assessment sets store by the relevance of the circle of participants in relation to the activity's objective and subsequent systematisation of experiences.

- Describe in the most specific terms possible who are meant to take part in the activity (number of people and their gender, position in the organisation, and, if relevant, their social, ethnic or other group identity).
- Describe and justify the criteria for selecting participants in the activity.

C.3 Methodology and modus operandi

The assessment sets store by the ability of chosen methods and tools (the strategy) to set in motion the desired processes in order to accomplish the objective of the partnership activity. In addition, it is important that the methodology and modus operandi spring from the experiences and qualifications existing within each of the partner organisations.

- Describe the methods and ways of working that will be employed in the partnership activity, and state the reasons why.
- Set out how the activity seeks to ensure women's and men's equal participation and benefit.
- If the modus operandi is of an innovative kind, indicate why it is important to try out this new approach.

If the partnership activity applied for is expected to be followed by another activity or by a project:

- Outline how the strategy for the partnership activity is linked to the subsequent planned intervention.

C.4 Activity plan and specific outputs

- Describe point by point the specific actions planned in order to accomplish the objective.
- Indicate a preliminary timetable for these actions.
- If travel between North and South is involved, elaborate on why this is important for the partnership activity.
- Do you expect specific outputs to be produced in connection with the activity (e.g. a new partnership agreement, methodological guidelines, a workshop manual or the like)? If so, briefly outline these specific outputs.

C.5 Assumptions and risks

- Describe the main assumptions that must hold true for the activity to be successfully accomplished.
- Indicate any external factors (risks) that may jeopardise achievement of the activity's objectives or delay its implementation significantly.

D. ORGANISATION AND FOLLOW-UP

D.1 Division of responsibilities and tasks in the partnership activity

- Describe the division of tasks and responsibilities in implementation of the partnership activity, including:
 - The division of responsibilities between the Danish and the local organisation.
 - How are responsibilities and competencies distributed within the local organisation? Have any particular individuals or committees been designated to take on responsibility for the partnership activity?
 - If there are several local partners with responsibility for implementation, their division of responsibilities and competencies must be set out in detail.
 - How are implementation responsibilities to be distributed within the Danish organisation? Also specify who is expected to be directly involved in implementation of the partnership activity.

D.2 Systematisation of experiences – during and after implementation

- Describe how it has been planned to gather and systematise experiences both during and at the end of the partnership activity.
- Describe how it has been planned to use the experiences gained in the future.
- Indicate who will be responsible for systematising the experiences and ensuring that they are used.

E. INFORMATION WORK

E.1 Has information work in Denmark been planned in connection with the partnership activity?

Information work in Denmark is not a precondition for the realisation of a partnership activity, but an option that applicants may choose to pursue. The maximum amount granted is equivalent to 2% of budget items 1-7.

If it is chosen to apply for this, the following points may be of help:

- What will be the subject of this information work?
- Set out the target groups for the information work.
- Which methods, media and activities will be employed (radio, website, brochure, theatre or the like)?
- Who will be responsible for preparing the information work (including whether external specialists will be engaged)?
- Who is going to carry out the information work?
- What effect is the information work expected to produce?

In this subsection, you may also describe if the partnership activity is linked in any other way to your development policy work in Denmark.

SUBMITTING THE APPLICATION

1. The application form, including Annexes A-C must be submitted both electronically and in print in three copies.
2. Annexes D-F and supplementary annexes must be submitted in print in three copies.

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

See addresses on the first page.

