



**Save the Children**



**The Open  
University**

**Monitoring, Evaluation,  
Accountability and Learning (MEAL)**

# 17 Measuring results in Child Rights Governance

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good governance



## Introduction

In this session you will learn how to measure results in Child Rights Governance (CRG) and how to report correctly on CRG. You will also understand why the global outcome indicators for CRG are important, and what some of the key challenges are. Finally, this session will show you how to use CRG data more effectively to enhance the planning and quality of your CRG programmes.

## Learning Outcomes for this session

### **Knowledge and Understanding**

When you have studied this session, you should be able to:

1. List the global outcome indicators.
2. Understand the importance of each global outcome indicator.
3. Understand timing and process for data collection and reporting.
4. Understand what kind of results are supposed to be reported under the CRG measuring tools.
5. Understand the challenges.
6. Understand how to use the data for improving planning and programme quality.

### **Practical and Professional Skills**

When you have studied this session, you should be able to:

1. Report correctly on CRG global outcome indicators.

## I What is Child Rights Governance?

Child Rights Governance aims to support and, if necessary, put pressure on states and other key actors to make children's rights a reality. CRG initiatives also aim to support and strengthen a vibrant civil society, including children, that is able to hold governments and other duty bearers to account when they fail to uphold children's rights. We aim to raise the status of children in all societies so that no child is left behind, ensuring that children are treated as the citizens of today, not just tomorrow. In doing so, we will push children and their rights up the political agenda.

Our overall goals are:

- All states meet their obligations to monitor and implement children's rights.
- A strong civil society, including children, holds states and the international community to account for children's rights.



### Our vision

is a world where accountable, responsive, inclusive and transparent governance assures the rights of every child and where every child can have a voice in governance.

### Illustration: Gina Thorstensen

Save the Children's global CRG Strategy, *Child Rights Governance IS Good Governance for Children* provides a framework for our CRG work in the period 2013–2015. The strategy describes our three strategic objectives and our Breakthrough on Investment in Children and explains how we will measure our success and guide our CRG programmes across all members and country programmes.

### 1.1 Why is it important to monitor and measure results in CRG?

Monitoring results in CRG will help us evaluate if our interventions have the results we planned for and where we need to change strategy. As you know from experience, external factors and unexpected events can affect activities and your CRG projects may not end up reflecting exactly what is in your results framework. By collecting data and tracking how we achieve results we can improve the quality of our CRG work and inform future planning. It will enable us to share learning across the organisation and to communicate our results globally. By monitoring and evaluating our work we can be accountable to ourselves, children, as well as our donors and partners.

On a global level, we can observe the progress we are making in achieving the goals of our global CRG strategy and ensure we are delivering the best results for children. At the same time, monitoring our CRG strategy helps us identify how our results contribute to Save the Children's global strategy and ensures that our work reflects our Theory of Change.

“The Child Friendly National Budget Initiative in Zimbabwe is about translating children's rights into reality through influencing increase in more and better spending on children's rights. M and E has ensured the initiative's approach and strategy remain relevant and ideal to its goal”

**Godwin Kudzotsa, CRG advisor,  
Zimbabwe**

## 2 Measuring Child Rights Governance

CRG work is divided into three sub-themes reflecting our key areas of work. Each of these three sub-themes has a corresponding objective and a global outcome indicator. All countries use the global outcome indicators to measure their CRG work, providing Save the Children a global picture of our own work in this area.

### CRG sub-theme 1: Child Rights Monitoring

Objective 1: Improved accountability of states and other key actors for their commitments and obligations to child rights as a result of child and human rights monitoring.

**Global outcome indicator 1:** % of countries in which child-informed supplementary reports are being prepared or have been submitted by civil society partners and children's networks supported by or partnering with Save the Children.

Under sub-theme 1, we support children and civil society's supplementary reporting to the United Nations (UN) and other child/human rights (regional) mechanisms and to the Optional Protocols on the United Nations Convention on the Rights of the Child (UNCRC).

### CRG sub-theme 2: Strengthening national systems

Objective 2: All states create and adequately resource the institutions, mechanisms and other measures necessary to implement the UNCRC in line with its General Measure of Implementation (GMIs).

**Global outcome indicator 2:** Number of policy or legislative changes to institutionalise children's rights which have taken place with the support of Save the Children.

Under sub-theme 2, our activities include work on all General Measures of Implementation (A "checklist" developed by the Committee on the Rights of the Child, which indicates the actions governments need to take to implement children's rights.) Work within this sub-theme also involves activities promoting children's citizenship (e.g. birth registration) and children's civil rights and freedoms (e.g. rights to expression, information and association). All work on the CRG Breakthrough "Investment in Children" (e.g. child-friendly budgeting, transparency and social accountability, anti-corruption, taxation, aid and debt) is also included in this sub-theme.

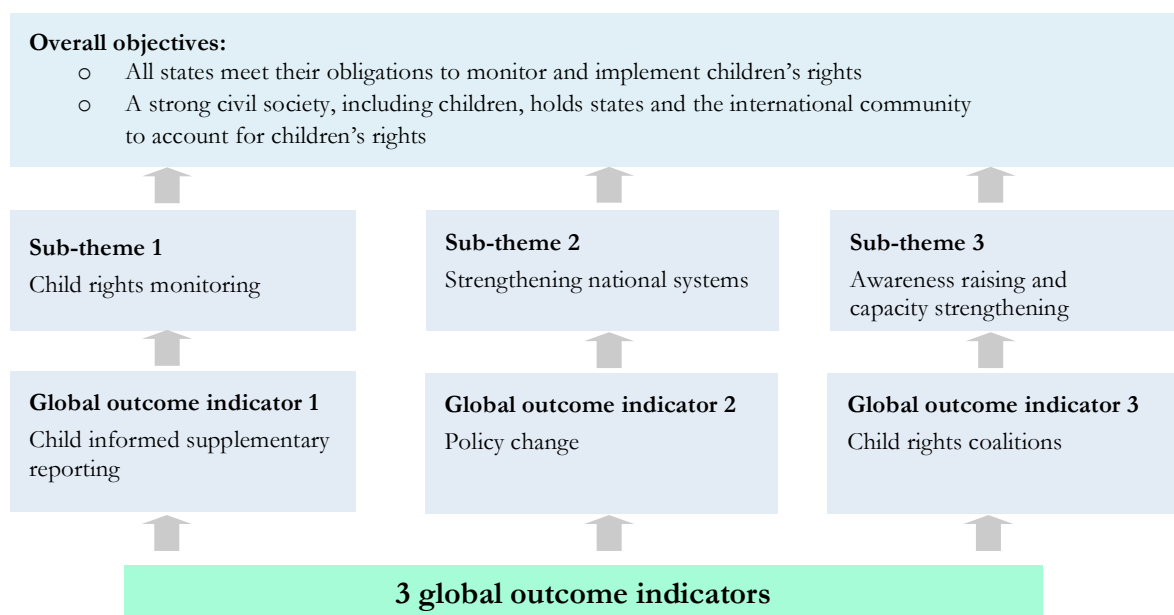


### CRG sub-theme 3: Building awareness and capacity

Objective 3: Civil society and other non-governmental actors are mobilised to promote and defend children's rights.

**Global outcome indicator 3:** Number of countries where coalitions for children's rights supported by Save the Children and partners have demonstrated influence or impact.

Sub-theme 3 includes all work on strengthening children's and civil society actors' role in advancing children's rights and raising awareness. It also entails strengthening other important actors' (e.g. parents, academia, media, faith communities, private sector, and community members) capacity to improve children's rights. Finally, the sub-theme comprises all work to build the capacity of these actors to engage with governments and each other to promote children's rights.



### Activity I (SAQ)

Here you can test your understanding of what kinds of activities should be reported under each sub-theme. Link the sub-themes on the left to the corresponding activities on the right.

Sub-themes	Activities
Child Rights Monitoring	Provide training on child rights and advocacy to the members of a child rights coalition.
Strengthening national systems	Analyse current national legislation and the level of alignment with the UNCRC .
Building awareness and capacity	Support children drawing their rights based demands for a supplementary report to the Human Rights Council. Carry out consultations with children on the state of rights in their communities. Hold meetings with government representatives to discuss the possibility of developing a separate budget for children.

Now let us look more closely at each of the global outcome indicators.

### 3 Global outcome indicator 1: Child-informed supplementary reporting

At international level states are held to account on the extent to which they uphold and promote children's rights by the UN Committee on the Rights of the Child (through CRC reporting) and by the Human Rights Council (through UPR reporting), to whom they submit reports on their performance. Civil society can submit a supplementary report to provide complementary and critical perspectives on the government reports.

Governments and citizens need to be aware of children's lives and what the reality looks like from a child's perspective. This is why we support civil society to ensure that children's views are integrated into supplementary reports that feed into the human rights mechanism, or that children themselves produce and submit reports.

Global outcome indicator 1 reads: *% of countries in which child-informed supplementary reports are being prepared or have been submitted by civil society partners and children's networks supported by or partnering with Save the Children.*

We calculate the percentage of countries that are preparing child-informed supplementary reports by dividing the number of countries that reported to have these activities in place with the number of countries that have CRG programmes.

When reporting on global outcome indicator 1, you will be asked to specify:

- whether the report is being prepared OR has been submitted
- if you answered YES, you will be asked about the level of children's participation in the process (children were consulted, children were key partners, or child-led organisations have produced their own report)
- if you answered NO, the reason for this – i.e. no report was due, no child rights civil society organisation exists, children were not consulted, Save the Children did not support supplementary reporting this year, or Save the Children is in the process of building capacity to report.

In addition, you should provide explanation and evidence of the above in the Country Annual Report (CAR), notably on the support Save the Children gave and the *quality* of the supplementary reporting submitted. How you are monitoring government's implementation of the recommendations from the reporting process should be reflected in the CAR narrative and/or the Advocacy Monitoring Tool (AMT).

### 3.1 Why is the global outcome indicator 1 important?

A key objective of CRG is to support civil society, including children, to provide a complementary and critical picture to the government reports by preparing supplementary reports to the UNCRC, Human Rights Council and other regional mechanisms. The reports therefore serve to hold states to account for their responsibilities in implementing children's rights.

The reporting process itself often has many positive side effects. For instance, the analysis on the situation of children, which we need to carry out to report, can be used for many other purposes. If it is of high quality, we can publish it, distribute it and use it for advocacy. Also, the process often strengthens the capacity of children and civil society to continue promoting child rights. The reports enable national advocacy initiatives to be grounded in country-generated evidence that reflects children's voices and experiences. It would be important to capture some of these important results in the narrative.

Over time the reporting process has created important leverage for political, systemic and progressive change. For instance, Save the Children Korea supported children to have their views represented in the supplementary report to the UNCRC in 2010. Two children from Korea then participated in the UNCRC Committee's pre-session in Geneva and managed to get inequity in budget allocation onto the List of Issues raised by the UNCRC Committee with the government: "Please explain how any inequalities caused by the difference in the budgets of local governments for children are addressed".



### 3.2 Strengths and weaknesses of the global outcome indicator 1

Collecting the data to report on the CRG global outcome indicator 1 is not complicated. You can simply ask the programme manager if any child-informed reporting has been conducted in the programme in the past 12 months. It is more complicated to capture the *quality* of the submitted reports and the impact of submitting supplementary reports, i.e. to what extent governments actually implement/respond to the concluding remarks. It is thus very important to use the Country Annual Report narrative reporting and/or Advocacy Monitoring Tool to explain how you monitor and advocate for recommendations to be implemented.

## 4 Global outcome indicator 2: strengthening national systems

Child rights governance work enables and pushes local and national governments to implement child rights by integrating the principles and articles of the UNCRC into national laws and policies.

Global outcome indicator 2 reads: *“Number of policy or legislative changes to institutionalise children’s rights has taken place with the support of Save the Children”*.

In addition to the number, you should also report the name of each policy change and make sure this is reported under the same name in the AMT. You can provide or find more detailed explanations and evidence of policy changes in the AMT.

CRG policy or legislative changes counted in this indicator refer specifically to:

- the passing into law of a comprehensive Children’s Act, Statute or Code compliant with the UNCRC
- legislative amendments or regulations that advance the fulfilment of children’s rights and incorporate the principles and standards of the UNCRC
- the development of a national (or regional, if governance decisions are made at regional level) child rights strategy
- the creation of a coordinating mechanism in government such as a National Commission on Children’s Rights, a Minister for Children, etc.
- the incorporation of the UNCRC into domestic legislation
- the withdrawal of reservations to the UNCRC
- a law mandating the establishment of an independent child rights institution
- constitutional reform that guarantees children their rights
- reviews of domestic legislation for compliance with the UNCRC
- supreme or High Court judgements that advance implementation of the UNCRC.

While in many countries policy changes will take place at national level, it may be appropriate to count changes in the above at state or regional level (or any other level), if child rights governance decisions are made at local level because of government decentralisation.

### **4.1 Why is global outcome indicator 2 important?**

A key objective of CRG is to ensure that governments institutionalise child rights by integrating the principles and standards of the UNCRC into comprehensive national laws, courts, policies, budgets, plans of action, etc. These are all expressions of political will and if backed up by adequate resources, they can have dramatic positive effect on children's lives.

### **4.2 Strengths and weaknesses of global outcome indicator 2**

Policy and legislation are key components of governance and a measure of political will, making them extremely important as measures of our CRG work. As with global outcome indicator 1, it is not complicated to collect data on this indicator, as the data can be generated by asking the advocacy officer or CRG programme manager to estimate the number of policy or legislative changes achieved.

However, the data does not allow us to measure the strength of the policy and legislative change. It is therefore essential that you provide supporting narrative and data to provide further insight into the potential power of the different policy and legislative changes. Likewise, policy or legislative change alone may not lead to practical change in the fulfilment of children's rights if the laws and policies are not upheld or implemented. It is therefore important to plan your follow up and monitor the implementation of law and policy changes.

## 5 Global outcome indicator 3: Child rights coalitions

Save the Children works to strengthen civil society organisations' capacity and resources to promote, and advocate for the respect of children's rights. We also support civil society to demand accountability from governments to promote child rights. Save the Children also works to strengthen civil society's capacity to support child-led groups, their networks and children's advocacy initiatives to promote child rights.

Global outcome indicator 3 reads: *Number of countries where coalitions for children's rights supported by Save the Children and partners have demonstrated impact or influence.*

You will report 'yes' or 'no' to child rights coalitions having demonstrated impact or influence in the indicator reporting tool. If you answer 'yes', the drop down menu in the indicator reporting tool will ask you to specify what type of impact or influence has been demonstrated. In addition, you should provide further explanation and evidence of the support that Save the Children gave.

Impact and influence could mean one of the following:

- Relationships and networks: with the support of Save the Children, partner organisations are actively taking part in child rights networks/external relations.
- UNCRC: with the support of Save the Children, child rights coalitions are being able to ensure that UNCRC principles and standards are adhered to.
- Influence on policy: with the support of Save the Children, child rights coalitions have been able to strengthen advocacy and networking, with the aim of generating policy and legislation changes, influencing the implementation of existing laws, and the distribution and spending of public budgets – in support of children's rights.
- Public debate: The public debate on children's issues been influenced by child rights coalitions, supported by Save the Children.

### 5.1 Why is global outcome indicator 3 important?

The formation and activity of child rights coalitions is an important measure of the degree of organisation and vibrancy of civil society's efforts to promote child rights and make governments accountable on children's rights issues - a key objective for CRG.

The indicator will measure the extent of Save the Children's success in building, mobilising, and supporting civil society structures and capacity, including among children, to hold governments to account and promote children's rights.

### 5.2 Strengths and weaknesses of global outcome indicator 3

Data collection for the global outcome indicator 3 is not complicated. The CRG programme manager's self-assessment of Save the Children-supported child rights coalitions' work can be combined with other data sources, such as interviews with coalitions and government officials and publicly available information, etc.

The indicator will capture Save the Children's success in achieving a key outcome of the CRG Initiative. However, demonstrating the impact and effectiveness of coalitions is fairly complex and needs strong monitoring guidance.

Also, the global outcome indicator 3 does not measure the strength or the weakness of Save the Children's support. However, you should provide further detail on this in the supporting narrative in the Country Annual Report.

### Activity 2 (SAQ): True or false?

Consider each statement below and state if it is true or false.

1. Save the Children and partners did not submit a supplementary report, as one was not due this year, but consulted children in preparation for next year's report submission. This should be reported under global outcome indicator 1.
2. An ombudsman for children was established after years of advocacy undertaken by Save the Children and partners in a child rights network. This should be reported under global outcome indicator 2.
3. After extensive trainings on children's civil rights carried out by Save the Children and partners in a child rights coalition, the Ministry of Women and Children publicly welcomed children's voluntary participation in political activities. This should be reported under global outcome indicator 3.
4. The National Committee for Women and Children made important progress towards signing of a National Plan of Action for children's rights that will be officially approved early next year. This should be reported under indicator 2.

## 6 Other tools for measuring results in CRG

The global outcome indicators are not the only tool we have for monitoring CRG programs, learning and documenting results. Save the Children's M&E system provides us with a range of tools:

### 6.1 Total reach

Total Reach is not the most relevant monitoring instrument for CRG, as the number of people reached gives us little information on the real and long-term impact of our interventions. We still collect Total Reach data to give us numerical information on the numbers of children reached by our interventions that we can add to the overall picture. We provide CRG-specific guidance on the activities you can add to the count and how to calculate direct and indirect reach. You can read more about Total Reach in Session 11: Total Reach.

### 6.2 The Advocacy Monitoring Tool

“Using AMT, we have successfully tracked our CRG work around policy influencing and made sure that gaps identified are filled through collaboration and building effective coalitions, networks and partnerships with others who are interested in a particular policy agenda.”

Joseph Aketch,  
CRG Technical Advisor,  
South Sudan

Advocacy is a key component of our CRG work. It is therefore vital to capture all our CRG results in the Advocacy Monitoring Tool. Often, the same member of staff does not report both on the AMT and the global outcome indicators, which frequently causes a lack of coherence between the results reported in each tool. You should therefore strive to ensure coherence between the AMT and Global outcome indicator 2 in particular. Indicator 2 only tracks the ratification, approval, signing and implementation of laws, policies and plans. With the AMT you can report annually on the milestones achieved and the progress you have made towards your final goal. The AMT provides us with important historical information of what you did to achieve your results each year. The information collected in the AMT is a great source for internal learning. You can read more about the AMT in Session 10: Monitoring and evaluating advocacy.

### 6.3 Case studies

Case studies are a great way to share learning across the organisation. Case studies enable you to include more detailed information about what you did, how you did it, if and why you changed strategy, what you achieved and what lessons you learned.



## 7 Challenges in measuring results in CRG

A well-known challenge in working to make human rights a reality is how to measure change – real change in the lives of rights holders. Monitoring data can only take us half-way, and often stops at outcomes such as observed system changes: laws, institutions, policy documents and action plans etc. Measuring the impact on people's everyday lives, resulting from system changes, requires longer term monitoring and evaluation, and more sophisticated methodologies than project funding usually allows for. Evaluations are an important additional tool for measuring results and impact. While monitoring methods described in the previous sections are suitable to measure if results, such as outputs and outcomes were realised, evaluations are necessary to verify these results and explore how we contributed to them. This will also allow us to deal with the challenge of attribution. Impact evaluations, undertaken after sufficient time has lapsed following a policy change, can help us identify what impacts these policy changes had for children and to explore how we (and other actors) contributed to this.

If you manage to evaluate the long-term impact of CRG outcomes, we can gradually build an evidence base about the effects of CRG work. This can then be used to make better informed assumptions, informing our future work and programme design.

### Activity 3 (Exploratory)

Think about what the greatest challenge is when measuring CRG work in your context and consider how you can best overcome this challenge.

#### **Feedback**

There may be specific challenges in your country context, but try thinking about some of the common challenges for most CRG work, though not exclusively for CRG, such as its long-term nature and the question of attribution.

Regarding the long-term aspect, it might be an idea to carry out monitoring of intermediate outcomes through the global outcome indicators, Total Reach and AMT, but strive to accompany this on-going monitoring with mid-term and final evaluations.

In CRG work we always prefer to implement through partners, and to influence duty-bearers to take their responsibility. This presents a challenge in how we identify and define our own contribution. Because of this, correct CRG reporting has to include solid documentation of our role, our partners and their roles. Finally, you should always provide more detailed information in the AMT, the narrative report and in case studies.

## 8 How to use CRG data to improve the quality of our programmes

When measuring our results in CRG, we need to ask if we achieved our desired outcomes or are on the right track to achieving our goals. We can learn from both success and failure. It is important to document where we changed strategy to achieve results, why we did it and how it helped achieve the results. If we did not achieve the results we set out to achieve, it is useful to reflect on the causes and how we could improve our programmes. We also need to reflect on how the learning generated from monitoring and evaluation inform our planning and improve the quality of our work.

Relevant questions to help you reflect on these issues are:

- Have we departed from a child rights governance situation analysis? And is our CRG strategy informed by the main observations?
- Did we miss any opportunities to engage in CRC reporting, and did we involve children at the right level?
- How are we following up with children engaged in the reporting process?
- How are we following up on recommendations from reporting?
- Have we succeeded in contributing to national-level system change for improving the realisation of children's rights (as demonstrated in global outcome indicator 2), and have we chosen the right approach to get there (as documented in the AMT)?
- Are we linking up with the right partners in civil society, and what changes has this cooperation led to?
- Are we reaching the right/our intended target groups with our interventions?
- Do we have an M&E plan in place?
- Do we measure change against a baseline?
- Have we developed good evidence-based indicators?
- Have we developed good milestones to track advocacy?
- Is learning integrated as an essential part of our programme development?

#### Activity 4 (Exploratory)

Discuss with a CRG or MEAL colleague how you can use the data from last year's country annual plans to improve the quality of your CRG programme and inform planning.

#### Feedback

The content of your discussion will of course be very context specific, but try thinking about the importance of having a holistic CRG programme. Each of the three global outcome indicators represent important elements of the three sub-themes of CRG. The most effective CRG approach is a programme that works across all sub-themes. The CRG data that you collect will help you analyse whether you have a holistic CRG programme, and identify what the gaps are. Using this analysis, you can identify what more you can do, and how you should revise your programming approach.

## Summary of this session

- CRG work is divided into three sub-themes, reflecting our key areas of work. Each of these three sub-themes has a corresponding objective and a global outcome indicator
- Under sub-theme 1, global outcome indicator 1 reads: *1: % of countries in which child-informed supplementary reports are being prepared or have been submitted by civil society partners and children's networks supported by or partnering with Save the Children.*
- Under sub-theme 2, the global outcome indicator 2 reads: *Number of policy or legislative changes to institutionalise children's rights which have taken place with the support of Save the Children.*
- Under sub-theme 3, the global outcome indicator 3 reads: *Number of countries where coalitions for children's rights supported by Save the Children and partners have demonstrated impact or influence.*
- Measuring our results in CRG can and should be used to improve the quality of our programmes.

## Self-Assessment Questions (SAQ) answers

### Activity 1 (SAQ):

#### *Child Rights Monitoring*

- Carry out consultations with children on the state of children's rights in their communities.
- Support children to make their rights-based demands in a supplementary report to the Human Rights Council.

#### *Strengthening national systems*

- Hold meetings with government representatives to discuss the possibility of developing a separate budget for children.
- Analyse current national legislation and its level of alignment with the UNCRC.

#### *Building awareness and capacity*

- Provide training on child rights and advocacy to the members of a child rights coalition.

### Activity 2 (SAQ):

1. True
2. True
3. True
4. False, it should be reported in AMT.

## Resources

- Link to Save the Children's Resource Centre on CRG, where you can find a lot of CRG related materials: <http://resourcecentre.savethechildren.se/>
- Link to Save the Children's global CRG strategy: <http://resourcecentre.savethechildren.se/library/save-children-strategy-achieving-child-rights-governance-goals-2013-2015>
- Link to Save the Children's quality framework: <https://onenet.savethechildren.net/tools/QualityFramework/Pages/Programme-Quality.aspx>
- Link to a brief description of the global outcome indicators for CRG: <https://onenet.savethechildren.net/whatwedo/crg/SCDocuments/Monitoring%20and%20Evaluation/MandE-CRG%20indicators%20tech%20guidance-V02-06May10rev29Aug.doc>

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