



EVAC LEADERSHIP DEVELOPMENT PROGRAMME

SEPTEMBER 2019

HOSTED BY THE END VIOLENCE LAB

A Leadership Programme to support and accelerate
our work to end violence against children



THE UNIVERSITY
of EDINBURGH

OVERVIEW OF THE LEADERSHIP PROGRAMME

THE VISION

The vision of this leadership programme is based on the belief that **bringing people together, who are working on the same problem in different parts of the world, increases learning and galvanises action.**

THE PURPOSE

The primary objective of the September, 2019 End Violence Leadership Programme was to **convene an international, multi-sectoral delegation of senior level influencers from committed Pathfinder Countries and Cities to strengthen and accelerate the work of ending violence against children.** The week-long event provided delegates with opportunities for broadening and strengthening skills, thinking, planning, co-learning, resourcing and networking for this work.

Some quotes from delegates reflecting on the value of this experience overall:

“THE DELEGATION WAS A REALLY WORTHY EXPERIENCE FOR ME – KNOWING THAT I AM NOT ALONE IN THIS ENDEAVOUR FOR OUR CHILDREN. AND THAT, EVEN IF WE ARE ANYWHERE IN THE GLOBE, WE CAN HELP EACH OTHER. IT OPENED ME TO NEW HORIZONS AS WELL AS OTHER POSSIBILITIES.”

Pathfinding Delegate, Valenzuela City, Philippines

“WHAT HAS BEEN SO INTERESTING HAS BEEN THE WAY THIS IMPORTANT ACTIVITY HAS BEEN ORGANISED. MY INTERVENTION HAS BEEN FOCUSED, HAS BEEN SHARPENED.”

Pathfinding Delegate, Uganda

“IT WAS WORTH IT FOR ME BECAUSE I STUDIED NEW THEORIES AND HAD THE CHANCE TO LEARN FROM REAL PRACTICE IN OTHER COUNTRIES’ EXPERTISE AND FROM DIFFERENT PROFESSORS. WE SHARED LESSONS, LEARNT WITH EACH OTHER, AND MADE A PLAN TOGETHER.”

Pathfinding Delegate, Cambodia



PEOPLE AND PLACES

This Leadership Programme, hosted by the End Violence Lab¹, took place over one week in September 2019 in Scotland.

COLOMBIA



ARTURO HARKER RAO
Associate Professor,
Universidad de los Andes

UGANDA



JULIET CHEPTRIS
Program Officer, Ministry
of Health

CAMBODIA



HE TOCH CHANNY
Director, Technical Affairs;
Ministry of Social Affairs,
Veterans and Youth
Rehabilitation

PHILIPPINES



DOROTHY GO EVANGELISTA
Chief of Staff Social Services
Operation, City Social
Welfare and Development
Office, Valenzuela City



PHI NO
Director, Child Welfare
Department; Ministry of
Social Affairs, Veterans
and Youth Rehabilitation



MA. KRISTINA CRUZ RAMOS
Social Welfare Officer,
Center Head of Child
Protection, Valenzuela City

Delegates included practitioners, local government officials, national government representatives, members of civil society organisations and university researchers, working towards the goal of ending violence against children in their home countries. Four Pathfinding Cities/Countries were represented: Cambodia, Colombia, Philippines - Valenzuela City, and Uganda.

¹ End Violence Lab serves Pathfinding Countries and Cities in their mission to improve the lives of children by harnessing data, evidence and learning. End Violence Lab is a collaboration between the Global Partnership to End Violence Against Children and The University of Edinburgh.

OBJECTIVES AND PROGRAMME DESIGN

The design of the Leadership Programme combines the presentation of new knowledge and exposure to innovative initiatives and wider networks, with purposeful, daily reflective practice, as a group and individually. In this way, individuals can actively apply new learning to their individual contexts, as they take part in problem solving, idea innovation and collaborative thinking. This peer-to-peer learning creates an environment that leads to the longer term benefits of belonging to a global network of researchers, practitioners and policymakers exchanging information, resources and encouragement.

The End Violence Pathfinding Delegation Week was designed around customised masterclasses, a conference and a range of other learning opportunities and visits.

Specifically, the programme was designed so that delegates would:

ATTEND and learn from masterclasses and conference sessions during the three day *Global Implementation Conference*, held in Glasgow, Scotland from 15 - 17 September, 2019;

APPLY new tools from the field of implementation science to their specific Pathfinding Country or City interventions during a day-long, mentoring workshop led by international experts in the field;

INTERROGATE their understanding and use of the INSPIRE strategies in relation to intervention implementation, adaptation and scaling up in their local contexts;

LEARN about Scottish efforts to end violence against children and to advocate for the rights of children and youth participation in Scotland – including a Rights Based School and the Scottish Youth Parliament;

USE systematic, guided, reflective practices to translate knowledge into understanding through the concept of the leadership programme;

MEET new experts with bursts of innovate thinking from *outside* of the typical End Violence public health and child protection networks from around the world;

BUILD a network of Pathfinding peers to support work into the future;

LOCATE resources for future learning and problem solving through and with the End Violence Lab;

DOCUMENT the experience and use the findings to engage influencers in delegates' home countries and improve and enhance future learning and knowledge exchanges.



PREPARATION

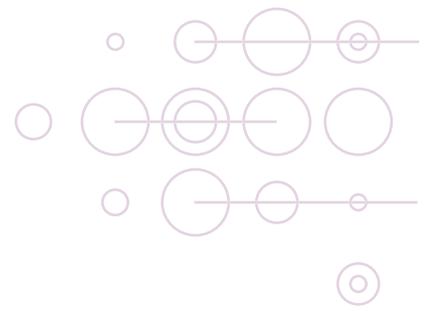
Preparation consisted of a number of activities including email briefings, group and individual calls and a range of letters/documents designed to ensure:

- delegates understood the purpose of the week in relation to their own work;
- delegates came to the week sufficiently prepared for the conference and leadership programme;
- delegates had logistical support for entry visas, travel and accommodation;
- the week’s learning events were planned in a purposeful and sequential manner, with sensitivity to the linguistic and cultural diversity of the group.

“I LIKED THE PREPARATION MADE – EVEN AS I TRAVELLED – BY THE TIME I ARRIVED, I ALMOST KNEW EVERYONE. I HAD SHARED MY EXPECTATIONS AND PREPARED TO MEET THE EXPECTATIONS OF THE GLOBAL PARTNERSHIP THROUGH THE INFORMATIVE EMAILS AND ONLINE DISCUSSION.”

Pathfinding Delegate, *Uganda*



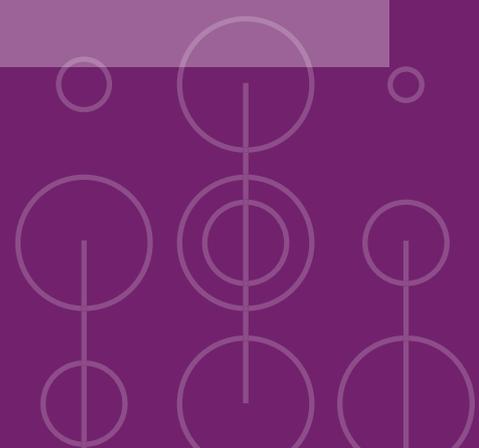


Three preparation calls took place between the journey facilitators to embed the leadership programme methodology into the goals and activities of the week. Focus on balance between individual and group reflection time, the use of personal journals, strategies for non-English speakers, pace, formal and informal feedback settings embedded into the plan. Critical interventions for the sound preparation of delegates were as follows:

ADVANCED PLANNING WITH DELEGATES:

WEEKS BEFORE THE LEADERSHIP PROGRAMME	ACTIVITY
12	Delegates were contacted with information about the learning week, the implementation research conference and specific dates to plan for travel and attendance.
11	Delegates were provided detailed information about the delegation, a formal visa request letter from the Glasgow Implementation Conference organisation, a preliminary agenda for the week and advised to begin the visa application.
10	'Guidance on the City-Based Intervention' was sent to each delegate after calls to provide specific information about the selection criteria for the intervention. Visa letter of support from the University of Edinburgh provided to each delegate specifying funding coverage.
8 - 9	Delegate teams were contacted separately to coordinate introductory on-line conference calls to explain further the goals of the week, to communicate the expectation that each country team come to the conference with a specific intervention to focus on, and to answer any questions.
3 - 7	Delegates took part in an optional call with an external researcher coordinating the mentoring day to share information and assist with planning.
2	An administration note and final agenda was sent to delegates, with a brief description of the 'leadership programme' format, and final reminders.
14 - 21 SEP 2019	LEADERSHIP PROGRAMME

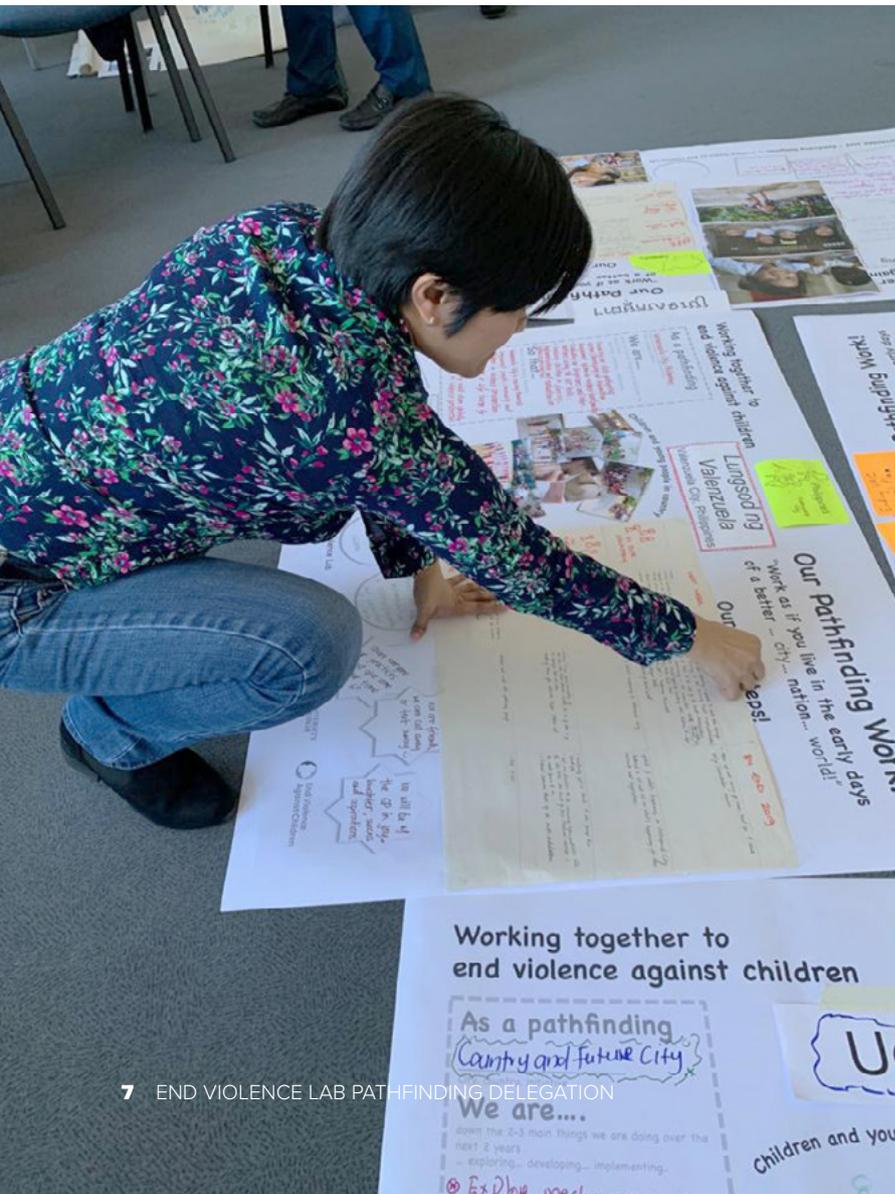
Although planning for this End Violence Pathfinding Delegation Week took place over three months, to allow for participation in the Global Implementation Conference, a planning period of six months is highly recommended.



ACTIVITIES, ROLES AND PROCESSES

Multiple activity strands were woven through the week to support learning at different levels, including individually, with other Pathfinder delegates, with colleagues at the End Violence Lab, as well as with other people in different networks and organisations to ensure broad learning.

An iterative approach to activities and reflections supported and maximised relationship-building to ensure there was flexibility to respond to delegates' professional requests and needs as the week evolved. Particular attention was given to how the group was hosted to enable a positive, connecting experience for delegates.



Key Roles in this Leadership Programme

Everyone participating was explicitly invited to learn and contribute – including the hosts.

DELEGATES: To strengthen Pathfinder initiatives in their own contexts and share expertise with the group.

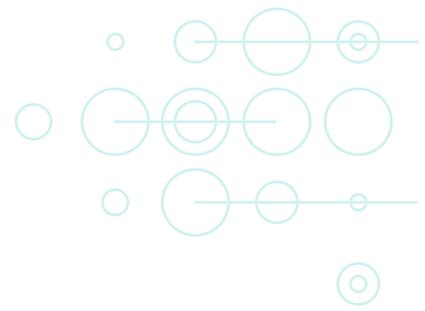
HOSTING TEAM:

- Two hosts from End Violence Lab: shaping and adapting the programme in the context of Pathfinder / EV / INSPIRE; sharing knowledge and expertise particularly in relation to data, evidence and learning.
- Two hosts actively supporting the logistics, documenting, and shaping the 'journey' elements, including supporting the facilitation of conversations and ensuring creative conversations.

MENTORING COORDINATOR:

To support delegates with a well briefed team of implementation research and practice mentors; liaised closely with the hosting team.





PATHFINDING DELEGATE EXPERIENCE OF LEADERSHIP PROGRAMME ACTIVITIES AND PROCESSES

An outline of the different activities is provided below. Charts developed during the week have been collated in a [visual summary for delegates](#).

<p>ACTIVITY/PROCESS:</p> <p>One-day Masterclass in Implementation Science (organised as part of the Global Implementation Conference)</p>	<p>FEEDBACK:</p> <p><i>“It was an absolute pleasure and thrill to work with real leading experts on implementation science. The introduction was really appropriate for an introductory level.”</i></p>
<p>PURPOSE:</p> <p>To provide an introductory overview to Implementation Research and Practice, providing delegates, ahead of the conference, grounding in the theoretical understanding (including examples) to show how Implementation Science is relevant to Pathfinding.</p>	<p><i>“All sessions and activities relevant and useful for Pathfinding countries.”</i></p> <p><i>“[I liked] the connection between implementation science and implementation practice, and how the evidence informed programme planning and scaling.”</i></p> <p><i>“I learnt a lot from the masterclasses. The presenters were very down to earth, using examples. Particularly for someone like me who works in the government.”</i></p>

<p>ACTIVITY/PROCESS:</p> <p>Two-day Global Implementation Conference organised by the Global Implementation Society</p>	<p>PURPOSE:</p> <p>To deepen understandings of Implementation Research and Practice from the lens of multiple disciplines and countries.</p> <p>To strengthen how delegates develop and implement action plans for ending violence.</p> <p>To expand the peer network from other disciplines and countries concerned with robust intervention strategies.</p>	<p>FEEDBACK:</p> <p><i>“The Conference was very enriching. The topics were very useful to me.”</i></p> <p><i>“Going [to the conference] as a delegation – having in common this topic of preventing violence - really made us share more and have a deeper understanding on what we were seeing and learning.”</i></p>
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<p>ACTIVITY/PROCESS:</p> <p>Visits to/from a range of organisations/initiatives (Rights Respecting School, Joining Forces, Scottish Youth Parliament) organised by the End Violence Lab</p>	<p>FEEDBACK:</p> <p><i>“The meeting with the Scottish Youth Parliament gave us opportunities to learn more about proactive roles of adolescence and youth in promoting children’s rights.”</i></p>
<p>PURPOSE:</p> <p>To expose delegates to a diverse range of local and global initiatives addressing children and young people’s voices and protection</p>	<p><i>“[I appreciated] the exchange of youth participation practices in our countries. It was interesting to hear about youth challenging the government for the betterment of the welfare of its children and youth; not just blindly obeying.”</i></p>

<p>ACTIVITY/PROCESS:</p> <p>One day Mentoring Session with colleagues from the Global Implementation Society; hosted by CELCIS, Strathclyde University arranged in partnership with the End Violence Lab.</p>	<p>PURPOSE:</p> <p>To provide Pathfinding country/city delegates with deeper knowledge of INSPIRE application along with dedicated and skilled support for further planning of their intervention, drawing on the tools of Implementation Science and Practice.</p>	<p>FEEDBACK:</p> <p><i>“What really helped us was the mentoring that was done. The time that was given by each expert; teaching us what implementation is all about was so helpful.”</i></p> <p><i>“A very exciting and engaging day. ... My coaching team was very knowledgeable ... I learnt, practically, how to develop the intervention with a lens of implementation science step by step.”</i></p>
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<p>ACTIVITY/PROCESS:</p> <p>Delegation Journey Sessions: These were times when the delegation group gathered together for reflection, conversation, learning and planning. Hosted by colleagues from the End Violence Lab.</p>	<p>PURPOSE:</p> <p>To support relationship-building and collective learning with the aim of establishing longer-term connections between Pathfinding Country peers.</p>	<p>FEEDBACK:</p> <p><i>“It helped build my confidence in working with the Global Partnership because of the continuous engagement, we built a network of friends and workmates.”</i></p> <p><i>“This is what I liked the best - to end the day with reflections and insights. And to be prepared for the day that will come. This helped me to stay focused.”</i></p>
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<p>ACTIVITY/PROCESS:</p> <p>Learning Journal: Delegates were given a journal for personal note-taking and reflections and dedicated journalling time during the ‘journey sessions’</p>	<p>PURPOSE:</p> <p>To distill and capture key insights and questions.</p>	<p><i>“I really liked the journal idea. It helped to give some closure and summary, especially during the conference and after the special visits.”</i></p> <p><i>“Our reflection meetings every day in the evening were so refreshing for me. I liked developing my journal day by day.”</i></p>
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<p>ACTIVITY/PROCESS:</p> <p>Country Posters with Action Plans: Giant charts were used to curate a summary of each Pathfinding city/country’s intervention activity, immediate next steps and key insights from the week. During this session representatives from the End Violence Lab visited each ‘area’ to offer support and discuss relevant issues, ideas and opportunities.</p>	<p>PURPOSE:</p> <p>To enable delegates to distill material from the week into a cohesive graphic format that included identifying immediate next steps for taking forward their Pathfinding interventions. To have a tool for communicating key elements from the week with colleagues back home.</p>	<p>FEEDBACK</p> <p><i>“[This was] a good discussion and each country returned with a clear plan of action to move forward and to implement upon returning home.”</i></p>
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<p>ACTIVITY/PROCESS:</p> <p>WhatsApp Group</p>	<p>PURPOSE:</p> <p>To share logistics and informal photos during the week, with the aim of providing immediate connection on time-sensitive matters, as well as giving opportunity to build relationships between group members in the hope that it could be a place for on-going connection.</p>	<p>FEEDBACK:</p> <p><i>“I love curating with a very light touch this self-directed WhatsApp group. I play the observer role, respond to technical questions when asked but rather sit back and watch the power of peer-to-peer learning and support that is now in a highly active community of practice! They are assisting each other now to build better interventions.” – Kati Maternowska, Data, Evidence & Learning for EV Secretariat</i></p>
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ACTIVITY/PROCESS:

Meal times and other 'soft spaces'.

Fostering interpersonal relationships was a significant goal of this Leadership Programme. The hosting team curated some informal group time (e.g. meals, walks in the city) and purposefully integrated unstructured 'free time' into the agenda for spontaneous group arrangements.

PURPOSE:

To create spaces and opportunities for delegates to build relationships with each other beyond the focus on implementation science and ending violence against children.

ACTIVITY/PROCESS:

Testimony Videos: Capturing delegates reflections on the value of the Leadership Programme.

PURPOSE:

To support the hosting team's learning and development of any future Leadership Programmes and provide footage for sharing the impact of this approach.

ACTIVITY/PROCESS:

Feedback forms: Completed by all delegates in the two weeks after the event.

PURPOSE:

To augment the hosting team's understanding of what worked well, what could be improved and gather some initial reflections on the impact of week.

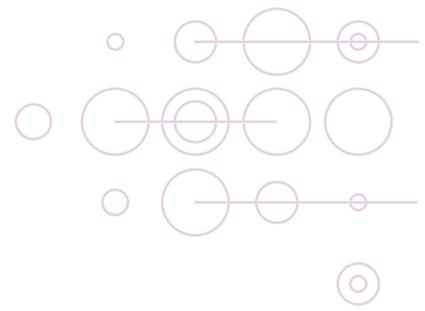


ACHIEVEMENTS & LEARNING

In their evaluations, delegates unanimously reported the week as inspiring, helpful, rewarding and worthwhile in supporting their efforts to lead Pathfinding activities in their national contexts. This immersive, in-person Leadership Programme endorses the need for peer-to-peer support and learning exchanges.

Delegates grappled with the complexity of implementation research. While delegates appreciate the INSPIRE guidelines to steer national strategic planning, nearly all the delegates indicated a need for additional help with implementation and measurement.

While the wider impacts of this type of intensive support and peer learning can only be evidenced over time, early signs of the value of the new network of Pathfinding peers as a professional resource are promising. A WhatsApp community of practice, lightly monitored by End Violence, is now an active channel



PRACTICAL TOOLS

Delegates gained knowledge from implementation science research and applied this knowledge to their own city and country interventions, beginning a process of exploratory questioning and information gathering. Specifically, delegates from Uganda, Colombia, Cambodia and the Philippines left with significantly tighter plans for intervention and learned about sequencing INSPIRE interventions through an Active Implementation Frameworks approach, using two tools in their respective national settings.

- *The Heptagon Tool* helps operationalize the pre-conditions to doing work in a city/country setting, asking: is [the intervention] the right thing to do? and Can [the Pathfinding team] do it in the right way?;
- *Building Implementation Capacity and Managing Change Guidance and Assessment Tool* imparts important ideas around the need for the executive leadership focal points required whenever and wherever innovations are developed;

Delegates agreed to test the tools in their national contexts; feedback will be collected to determine the utility of the tools in a real-life setting and for use in other Pathfinding Country and City settings.



INNOVATIVE THINKING

Attending the implementation research conference and implementation mentoring sessions prompted a desire to engage with more examples of innovative implementation from the field of violence against children and beyond. An annual review workshop or visits among member countries were suggested as ways to facilitate this exchange.



PATHFINDING CITIES

Through peer support, exchange and enthusiasm, the Philippines and Colombia helped move Uganda (Kampala) and Cambodia (Phnom Phen) to considering the Pathfinding City model. Capacity strengthening through networking is now taking place with two important outputs within the four weeks immediately following the event. These outputs are a clear result of the momentum gained from understanding the City model from early implementers themselves:

- Person to person coaching between the Valenzuela City Social Welfare Lead and a member of the Ugandan Ministry of Health regarding specific steps towards defining stakeholders and city level political influencers - the first actions necessary in the Pathfinding City process;
- A member of the Cambodian Ministry of Social Affairs communicated an interest in discussing with colleagues in Cambodia the idea of testing a pilot programme to implement all of the INSPIRE strategies in one district.



MEANINGFUL MEASUREMENT

Delegates pointed to the need for an enhanced INSPIRE implementation plan of action and framework, with a context relevant monitoring and evaluation system for *each stage and activity*, including input and process indicators. INSPIRE indicators are appreciated but tend to focus on violence reduction rather than the actual violence prevention intervention process that leads to effective reduction². This would lead to a standardised means of following progress across Pathfinding Countries and Cities.



ENGAGING CHILDREN

Following a visit to a 'rights-based school' Colombia's delegate and one of our Scottish hosts discussed a joint study to compare the effects of a rights-based intervention. In addition, after meeting members of the Scottish Youth Parliament, delegates from Uganda, Cambodia and Colombia extended invitations to visit their youth parties to encourage multi-country engagement.

² An analysis with partners shows: gaps in indicators relating to activities and engagement data; a minimal number of indicators relating to reactions/awareness- how people respond to interventions or programmes; lack of lower level indicators that will be important in the implementation phase for any pathfinder city or country ; no indicators that focus on engagement with children and young people in strategic level work – instead children tend to be the focus for data collection on attitudes rather than their views being included in the overall success measure for the programme; some missing logic in the way activities are linked to outcomes, including on who will be engaged in each piece of work, and how different activities are likely to lead to the desired outcomes (Matter of Focus, 2019).



LEARNING SYNTHESIS

Delegates appreciated the final session of the week dedicated to distilling the learnings into 'next step actions' to ensure that the week's experiences could be effectively translated to colleagues in their national settings. Delegates also highlighted that it would have been beneficial to provide more information about the 'next steps' activity at the start of the week, so that relevant material could be noted in their journal throughout. Further critical questioning during the activity from an experienced implementation mentor or coach would have been useful for some.



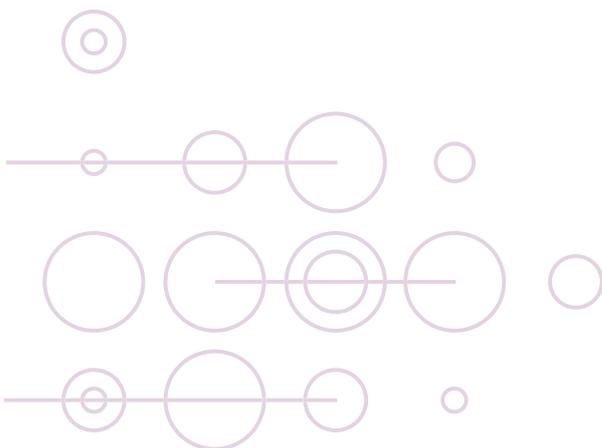
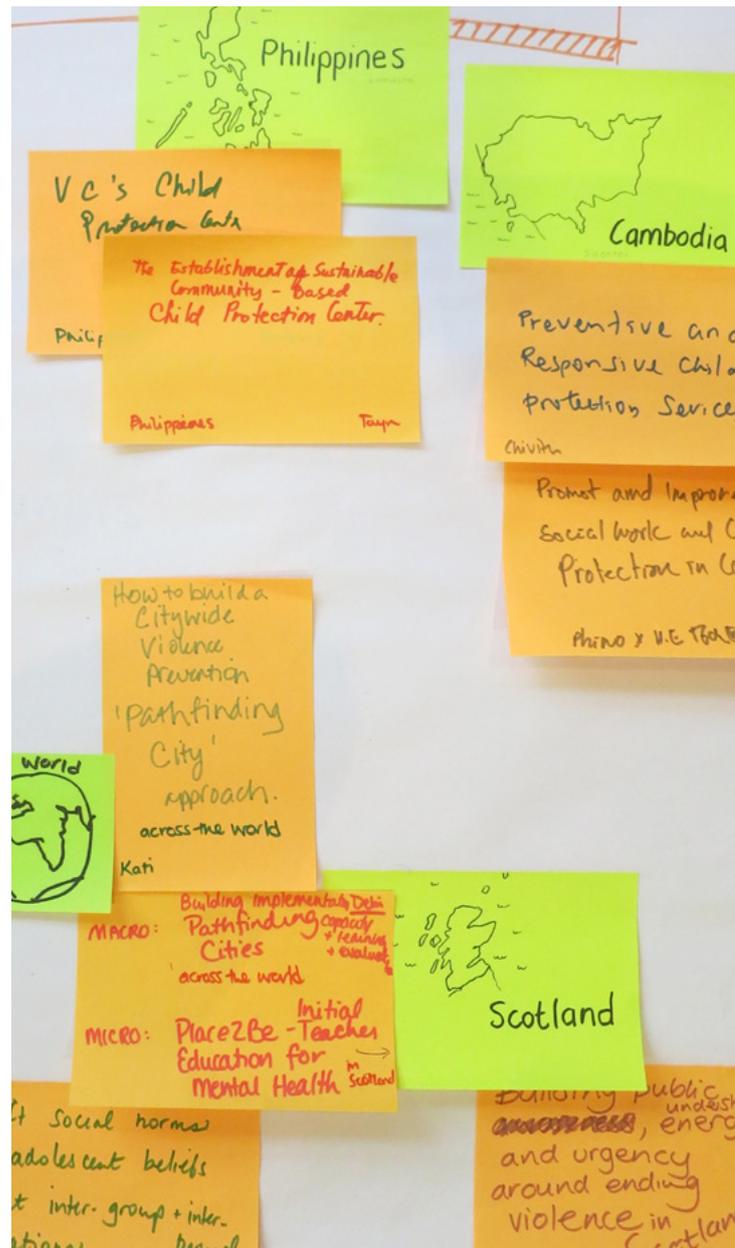
FLEXIBLE AND CREATIVE LEARNING

Making connections with each other, with the End Violence Lab and associated experts at the conference as well as having exposure to new tools and resources were all considered highly valuable. Repeatedly through the feedback, delegates highlighted the benefit of *learning from each other* with hosted/curated opportunities to hear about specific topics/themes and how these are being developed or approached in different contexts. The in-person, flexible nature of the experience made this kind of discussion possible and opened up new horizons and possibilities.



PEER-TO-PEER SUPPORT

Delegates benefited from the 'contagious positive energy and will to work to end violence against children' that was generated within the group, with evidence of continued warmth, encouragement and enthusiasm in the online group exchange that continues in the weeks after the experience. Nonetheless, learning was intensive and there were strong suggestions to shorten and/or integrate more rest time to ensure fully productive work hours, as well as suggestions to build more rejuvenating activities into the programme.

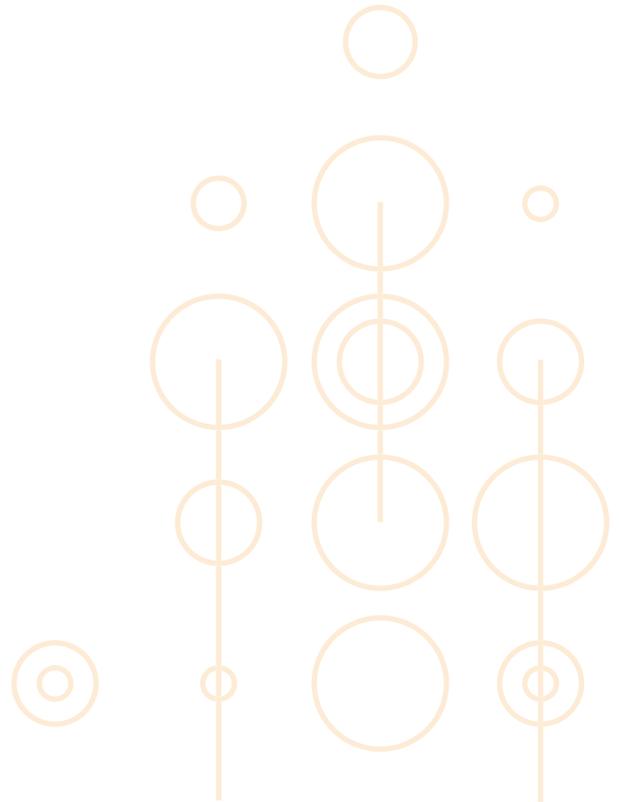


ACKNOWLEDGMENTS

With deep gratitude to the Ignite Foundation for supporting this delegation and valuing the power of peer-to-peer support as we build a better and stronger global movement of implementers.

The End Violence Lab would like to express its appreciation to all those people who contributed their time and knowledge during the week: Dr. Melissa Van Dyck and her colleagues from the Global Implementation Society and CELCIS; Revati Campbell, Jack Dudgeon, Ben McKendrick and Laura Pasternak from the Scottish Youth Parliament; Sian Platt from the Joining Forces Initiative; Lucinda Rivers, Daniel Cosgrove and Stephen Kidd from UNICEF Scotland, National Committee; the students and teachers from Woodfarm High School.

A special thanks to Wendy Ball and Dr. Debra Williams-Gualandi for their work in preparing, facilitating and documenting the Leadership Programme and creating this report.



END VIOLENCE LAB

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INNOVATION & UPTAKE

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