FINAL REPORT

EXTERNAL EVALUATION OF THE
INSTITUO C&A BRAZIL NETWORKS AND ALLIANCES PROGRAM (NAP)
BETWEEN 2013 AND 2015

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Executive Summary

The Evaluation of the Networks and Alliances Program (NAP), an initiative of the Instituto C&A in Brazil, was focused on the assessment of its relevance, efficiency, effectiveness, impact and sustainability, as well as on identifying strategic learnings to inform future programming by Instituto C&A and C&A Foundation. In addition to reviewing approximately 250 documents and interviewing the Program´s key stakeholders (coordination team, consultants and leaders of the Instituto C&A), the evaluation team visited eight networks supported by the Program and two semifinalist networks that did not obtain support. The team also prepared two case studies of networks with different profiles, but both considered highly successful in producing significant outcomes. In total, 233 people were interviewed between August 29 and October 21, 2016, including representatives, members and participants of the eight networks, specialists in the causes promoted by the networks, and Instituto C&A staff and consultants.

The second phase of Network and Alliances Program (2013/2015) supported 8 networks selected through a call for proposals, for a 3-year period. The Program aimed at producing three main outcomes: (1) Network members and key players involved in the System to Guarantee the Right of Children and Adolescents (SGDCA) are well connected, exchange information/experiences and establish partnerships in an effective way to promote the rights of children and adolescents; (2) Networks working to promote, defend and ensure children and adolescents' rights, especially to education, are mobilized, articulated and with greater capacity to efficiently and effectively implement and expand their actions, and (3) Knowledge about collaborative culture and methodologies to manage and operate networks is promoted, developed and disseminated to foster connectivity and new relationships, as well as to build capacity of networks working to ensure the rights of children and adolescents.

The eight supported networks were:

1. Rede Escola Cidadã (**Belém, PA**)[1] – a network comprised of civil society organizations and one university; designed to promote partnerships and mobilize the community and the civil society to minimize the violence against children and adolescents as well as to promote a culture of peace in Guamá, one of poorest neighborhoods in Belém.

2. Fórum das Juventudes da Grande BH (**Belo Horizonte, MG**)[2] – a network of organizations and individuals that promote advocacy efforts as well as produce and disseminate knowledge on themes pertinent to youth, with a specific focus on issues related to (i) violence against black youth and (ii) urban mobility of young people in the city of Belo Horizonte and its metropolitan region.

3. Observatório da Criança e do Adolescente – OCA (**Brasília, DF**)[3] – a partnership among three organizations to (i) promote civic education and the rights of children and adolescents in the Estrutural (poor neighborhood in Brasilia) and (ii) strengthen a network of partners implementing actions to improve the quality of life and education of children and adolescents in that neighborhood.

4. Mobiliza pela Educação (**Chapada Diamantina, BA**)[4] – a network of organizations and individuals working to (i) disseminate nonpartisan political mobilization strategies to impact the quality of primary and secondary education and (ii) ensure the continuity of successful educational policies

[1] http://redeescolacidada.blogspot.com.br
[2] http://forumdasjuventudes.org.br
[3] http://www.movimentonossabrasilia.org.br/segmentos/oca/
[4] http://institutochapada.org.br/projeto-chapada/ (grantee's website; no specific webpage for the network available)

for children and adolescents in several municipalities in the State of Bahia and in other Northeastern states.

5. Campanha ANA (**Fortaleza, CE**)[5] – a network of adolescents to prevent and denounce sexual violence against children and adolescents in Brazil, focused on the National Plan to Combat Sexual Violence and to increase the protagonism of adolescents. It also established a strategic partnership with ECPAT Network – a coalition of civil society organizations to eliminate sexual exploitation of children and adolescents in several countries.

6. Construindo em Rede (**Nova Iguaçu, RJ**)[6] – a network comprised of a wide range of individuals working in organizations connected to the SGDCA and mobilized to write and monitor the implementation of the Municipal Plan for Early Childhood – to promote and protect the rights of small children (0 to 6 years old) in Nova Iguaçu.

7. Rede Maranhense de Justiça Juvenil – RMJJ (**São Luiz, MA**)[7] – a network comprised of organizations from the civil society and the government that seeks to influence public debate on restorative justice and improve the conditions of young offenders facing correctional socio-educational measures in the state of Maranhão.

8. Rede Nacional de Jovens Comunicadores – Renajoc (**São Paulo, SP**)[8] – a network comprised of individuals and a few organizations aiming at strengthening the cause and making an impact on the human right to communication and the need to democratize the means of communication, focusing on communication created by and/or for young people in Brazil.

Overall, the evaluators considered the Program as a **very good** investment of the relatively limited resources spent by Instituto C&A, given the many positive outcomes produced (Figure 1). The Program was highly relevant, produced very important impact, was implemented very efficiently and was, mostly, effective in producing the expected outcomes. NAP's ability to ensure sustainability of the positive outcomes produced after its completion was good, but could be improved.

Figure 1. NAP's overall performance, based on the five evaluation criteria

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[5] http://anamovimento.blogspot.com.br/p/sobre-o-projeto.html

[6] http://www.sfb.org.br/site2015/br/nossos-programas/articulacao-por-direitos/

[7] https://www.facebook.com/redemajusticajuvenil/

[8] http://renajoc.org.br

A synthesis of the findings on each evaluation criteria, the key learnings and recommendations are presented below.

Relevance: The issues addressed by NAP were and still are **highly relevant** to the country. The Program came to fill important gaps, such as: lack of financial and technical support for the existing networks to better address their mission and lack of sufficient support for initiatives targeting sensitive themes connected to the SGDCA and to education. The strategies used by the Program and by the networks were successful to deal with the problems and to produce the desired Program outcomes. The selection process through public procurement, despite needing minor adjustments, was configured as an appropriate strategy to select networks with multiple profiles (allowing for greater learning) and with good potential for producing relevant impact within their mission.

Efficiency: The Program was considered **very efficient**. The activities of the Program were implemented appropriately and realistically in terms of schedule and budget. Human resources, technical support and monitoring processes provided by Instituto C&A were of high quality and allocated strategically. Instituto C&A's overall support was appropriate and essential for strengthening the networks and for amplifying the breadth of the results produced.

Effectiveness: The Program was **good to very good** in terms of achieving its expected outcomes. Almost all networks significantly increased the connectivity between their members and key players in the SGDCA. Strengthening the networks, however, was less than expected. Only four networks have managed to diversify their funding and only five of them have incorporated most of the theoretical learning about working as a network. All networks are still operating in the same field and the NAP support was very important for ensuring this continuity. One project, however, has never become a network. The production and dissemination of knowledge about the practice of networking by the networks were very good, however, at the Program level, they were not so successful.

Impact: The Program has produced very important impacts on the development and strengthening of several of the supported networks, on influencing public policies to promote the rights of children and adolescents (several connected to education), and on promoting connections among the organizations comprising the SGDCA in the networks' geographical area of coverage. Estimations of a precise number of people impacted by the Program and networks' actions are inconsistent – likely a reflection of the fluid and dynamic nature of the initiatives implemented. Nonetheless, the evaluators have made a general estimation of the number of people that have been or could have been impacted by the Program. Two networks that managed to influence public policies have the potential to benefit about 95.000 children and adolescents living in their coverage areas. The other six networks have collectively reached, approximately, 13.800 direct beneficiaries (children, adolescents, youth, their families, social leader and educators). NAP has also produced important impact to Instituto C&A by (i) allowing them to consolidate their appropriation of the theoretical field of working in networks, (ii) motivating other managers at the Instituto to become interested in including strategies for working in networks within their own programs, and (iii) contributing to strengthening the Instituto's position as a reference for the Brazilian third sector in relation to the theories and practices of working in networks.

Sustainability: The level of sustainability of the positive results produced by the Program and by the networks was considered **good**. (i) In terms of technical capacity of those involved, political commitment of key stakeholders, and securing financial support, the individual sustainability of the networks supported by the Program varied, but was generally considered good. Of the eight supported networks, two have guaranteed their sustainability (technical capacity, stakeholders commitment and financial support) for, at

least one year after NAP's completion and two others have a strong likelihood for being sustained. The other four have their technical, political and financial sustainability partially or seriously compromised. (ii) In terms of the likelihood that the positive changes produced by the Program and the networks will remain after NAP's completion, even though many networks decreased their activities at different levels, many positive changes promoted by them with the support of the Program will remain. Especially the ones that have influenced changes at public policies or programs; this sub-criterion was considered very good.

Main "learnings" at the Program level: (i) The strategy of working in networks is suitable to influence public policies as almost all supported networks have produced very important results in this regard, corroborating the idea that networks have more leverage than isolated initiatives to impact decision makers responsible for defining public policies and programs. (ii) The alignment of the Program goals to Instituto C&A's mission was important to ensure greater commitment to NAP from other members of the Instituto C&A team and to facilitate the flow of internal and external communications. (iii) The decision to support networks with some structure (not necessarily formalized) and with support from SGDCA members helped increasing the level of the Program's impact. (iv) Even though "Shared Governance"[9] is an essential attribute all networks should follow, it is very hard to implement given its complexity and need of great commitment from all involved. (v) Since networking processes are neither linear nor controllable, funding partners need to be willing to support networks for a few years (at least 3) if they want to see more meaningful outcomes/impacts become a reality. (vi) Providing grantees upfront with a clear idea of the Program cycle (beginning and end) gave them a sense of security and trust. (vii) Supporting management, mainly mobilization and operational staff, is fundamental for strengthening the networks and to enhance their actions. (viii) The integrated support provided by Instituto C&A (e.g. capacity building, supportive monitoring and promoting connectivity and exchange) was a key element for ensuring most networks produced relevant impact on promoting their causes/goals. (ix) The U Theory[10] was a suitable tool for facilitating collaborative processes and collective construction. (x) The development of fundraising skills of networks should have had more attention by the Program to increase sustainability.

Main "learnings" at the Networks level: (i) It is important to continuously analyze the context collectively and align expectations/priorities of the main players/partners to ensure networks will remain relevant. (ii) Identify a relevant topic that is difficult or fairly unknown to the public can help promoting the identity of some networks and enhance their connections, with the help from a good communication plan. (iii) It is important to strengthen various leaders within networks, so the networks' future will not depend on only one or a few individuals. (iv) Catalysts agents are needed to constantly mobilize/animate the network. (v) The participation of members of a network in activities/ actions by other existing networks contributes to enrich and enhance the work done by their own networks. (vi) Face-to-face trainings and planning meetings are important to mobilization and to ensure commitment of network players/partners. (vii) It is pivotal to continuously connect the work done by the networks with public policies to ensure adhesion and sustainability of their actions.

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[9] System of rules and policies to engage individuals and groups to participate in decision-making. The responsibility and accountability for decisions is shared by members of the group.
(http://www.nsna.org/Portals/0/Skins/NSNA/pdf/NSNA_Shared_Governance_Model.pdf)
[10] Framework used by a consulting company (ReosPartners) to help design and implement NAP's five exchange and capacity building seminars involving leaders from all eight networks. U Theory is a systemic and holistic approach to designing and conducting deep processes of collective learning. U Theory processes enable a group of people to recognize the causes of current problems and how to generate innovations to solve them.
(https://integrasolucoes.wordpress.com/2015/09/29/teoria-u-um-caminho-para-inovacao-e-lideranca/)

Key recommendations:

- Instituto C&A and C&A Foundation should fulfil their new mission preserving the Instituto's history of supporting collaborative work in Brazil (e.g. shared governance, capacity building, promoting exchanges, cooperative planning and implementation etc).

- Instituto C&A's "way of doing" for establishing and maintaining relationships with new partners – commitment to cooperation and empowerment combined with flexibility, warmth and respectfulness – should be preserved.

- Continue to adopt public calls for proposals to select new projects for a Program, always providing feedback for the ones not selected.

- Always implement focused and specific empowering and capacity building activities to promote grantees' financial sustainability after a Program is completed.

- Evaluation should start at Program's inception and monitoring should be directly aligned with the most important questions to inform decisions (evaluative monitoring).

- Strengthen Instituto C&A's knowledge / learning management activities, so more high-quality materials can be created, systematized and disseminated.

- As C&A company has a huge young audience, both as buyer and in its staff, it might be interesting to combine the company's new mission for their social interventions with youth causes.

Introduction

This evaluation was requested by the C&A Foundation and Instituto C&A to assess the approach, results and impact of the Networks and Alliances Program (NAP) - 2013 to 2015 (second phase). NAP's general objective was to "Promote the cooperation, convergence and multiplication of efforts between organizations and people, in order to help ensure the rights of children and adolescents in Brazil." It also had three specific objectives: (i) "Promote the connectivity, relationship and exchange between key players directly involved in the System of Ensuring Rights of children and adolescents"; (ii) "Increase the mobilization, articulation and incidence capacity of networks and alliances that promote, defend and ensure the rights of children and adolescents"; and (iii) "Promote, develop and disseminate the production of knowledge about collaborative culture and management and operation methodologies of work in networks." The Program funded eight projects for three years in different parts of the country - Belém, Belo Horizonte, Brasília, Chapada Diamantina, Fortaleza, Nova Iguaçu, São Luiz and São Paulo. All of them were committed to create, strengthen or expand networks and/or network processes through the establishment of connections and relationships between autonomous agents, in a variable and dynamic process, to promote, guarantee and protect the rights of children and adolescents, especially to education.

The official request for proposals expected the evaluation to capture "successes and failures (as well as unintended outcomes of the Program), and based on findings, provide a set of recommendations that will enhance effectiveness of the Program in Brazil, and further drive the C&A Foundation's efforts to improve its approach to supporting networks and platforms in other countries."[11]

The evaluation questions were created and refined through discussions among representatives from the C&A Foundation, Instituto C&A and the evaluation team. The questions were grouped based on the five principles for evaluation of development aid established by the Development Assistance Committee (DAC): 1. Relevance, 2. Efficiency, 3. Effectiveness, 4. Impact and 5. Sustainability.[12] Learning about enabling and hindering factors as well as best practices that may provide ideas and/or inspiration to other initiatives by Instituto C&A and C&A Foundation was included as a sixth evaluation criteria.

A detailed Evaluation Matrix including the evaluation criteria and questions, the evidence/ indicators that were collected and analyzed as well as the strategies implemented to collect the evidence is presented in Annex 1.

This report is organized in seven sections. First, brief notes about the evaluation methodology and limitations are provided. The next section will discuss why the Program came into existence, based on the Program's Theory of Change (TOC), and describe it in terms of what it did, its potential beneficiaries and the resources mobilized to implement it. The third section will provide direct answers to the evaluation questions related to the five DAC criteria. A discussion about the extent to which the TOC was confirmed is included in the fourth section. Case studies of two of the most successful and yet different networks will comprise the fifth section. A discussion about the findings of a special study involving two organizations that applied to the NAP grant and did not make the final cut of grantees will encompass the sixth section. The final section will present the main lessons that have been learned by Program staff, networks members, potential beneficiaries as well as the evaluation team that seem relevant to inform future programming by Instituto C&A and C&A Foundation in Brazil and in other countries.

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[11] Expression of Interest for External Evaluation of the C&A Brazil Networks and Alliances Programme (NAP)
[12] http://www.oecd.org/dac/evaluation/49756382.pdf

Methodology

COMEA used a collaborative and participatory approach to conduct the evaluation. The design for the evaluation was based in two approaches: Theory-Driven Evaluation, based on Funnel and Rogers' (2011) work[13], and Evaluation Rubrics Methodology, as established by Davidson (2012)[14] and inspired in the work by Michael Scriven's Key Evaluation Checklist (2013)[15]. The Theory Driven component included the reconstruction of a Program Theory of Change (TOC) for NAP through in-depth discussions with the main Program stakeholders (Annexes 2 and 3). The exercise helped to identify the causal pathway between initial entry conditions and needs of networks and end-beneficiaries and the immediate/ intermediate/ long term results of NAP. It also explained why certain activities were selected along with their associated assumptions and risks.

The Rubrics Methodology guided the evaluation team in designing and implementing the most important steps of the evaluation process, including: (i) Clarifying the evaluation main purposes by elucidating the information needs of key stakeholders; (ii) Stablishing strategies to involve the right stakeholders during key moments of the evaluation process (e.g. defining the evaluation questions, establishing the criteria and parameters to assess performance etc); (iii) Defining high-level questions, really evaluative (not descriptive), to guide the evaluation process; (iv) Establishing sound and feasible strategies to answer the evaluation questions, including the definition of the criteria and parameters (rubrics) to judge the program's performance; and (v) Writing an evaluation report that directly answers the evaluation questions and present conclusions and ideas that the evaluation clients can act on.

The evaluation team worked closely with the key stakeholders for this evaluation to refine the evaluation questions and to clarify the criteria to determine the Program's merit, worth and significance. Specific evaluation rubrics were also developed as part of this process to assess how well the Program was performing in relation to the six evaluation sub-questions under the "Effectiveness" criterion (Annex 11). Evaluative conclusions about the other evaluation questions and sub-questions were reached through reasoning and triangulation of data and sources of information based on the evidence collected. The strategies to collect the evidence included:

a) Document review: The evaluators have consulted almost 40 documents about the Program and more than 200 references including internal documents from the Program and networks, publications, websites and videos from the eight networks. A list of all references accessed are included in Annex 12.
b) Key informants' interviews: The evaluators conducted group and individual interviews with ten strategic leaders and staff from Instituto C&A as well as with NAP consultants (Table 1 and Annex 13).
c) Site visits: The evaluators visited all eight networks, spending, approximately, three days in each site, between August 29 and September 14, 2016. During the visits, they conducted focus groups

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[13] Funnel, S.C. & Rogers, P.J. (2011). Purposeful Program Theory: Effective use of theories of change and logic models. San Francisco : Jossey Bass.

[14] Davidson, E. J. (2012). Actionable evaluation basics: Getting succinct answers to the most important questions [Kindle iPad version]. 2nd version; revised September 25, 2012. Retrieved from http://www.amazon.com.br.

[15] Scriven, M.J. (2013). Key Evaluation Checklist: for use in the professional designing, managing, and monitoring or evaluating of: *proposals (or plans), projects, programs, processes,* and *policies*; for assessing the evaluability of these; for requesting *proposals* (i.e., writing *RFPs*) to do or evaluate them; & for evaluating proposed, ongoing, or completed *evaluations* of them. Retrieved at: http://www.michaelscriven.info/images/KEC_3.22.2013.pdf.

and individual interviews with leaders of member organizations, networks' beneficiaries, local authorities and specialists about the networks' causes. 233 people were interviewed as part of the process (Table 1 and Annex 13). Interview guides are included in Annex 14.

d) Additional relevant documents about the implementation of activities and results/outcomes produced by the networks were also collected.

e) Special study: Representatives from two of the networks that did not have their projects funded by the NAP were interviewed by the evaluators (Table 1) to understand what happened after they were not selected to the Program. The evaluators, in consultation with the Instituto C&A staff, selected one network that seemed successful – a "Rede Coletivo" (Nova Olinda, CE), and one that was struggling – CEDECA-DF (Brasilia). A third network was contacted and refused to participate in the evaluation due to lack of time. Information from those interviews contributed to answer some of the evaluation questions. A summary of the learning from this special study is included in a special section of this report, with additional details in Annex 4.

f) Debriefing: After the site visits the evaluators had a debriefing meeting with Instituto C&A and C&A Foundation staff. This meeting was essential to complement and clarify some of the collected evidence about each one of the networks.

g) Case-studies: Two of the most successful networks were selected to be studied in more depth – Construindo em Rede (Nova Iguaçu) e Fórum das Juventudes da Grande BH (Belo Horizonte). Additional site visits and interviews with key stakeholders were conducted in those two networks as well as a collection of additional relevant documents. The case study reports are included in Annexes 8 and 9.

Table 1. Number of people interviewed for this evaluation at the Program and networks level

Program and networks	Number
Instituto C&A leadership and staff and NAP Consultants	10
Fórum das Juventudes da Grande BH (Belo Horizonte)	28
Rede Maranhense de Justiça Juvenil (Maranhão)	29
Rede Nacional de Jovens Comunicadores (São Paulo)	28
Construindo em Rede (Nova Iguaçu)	33
Observatório da Criança e do Adolescente (Brasília)	17
Campanha Ana (Fortaleza)	27
Mobiliza pela Educação (Chapada Diamantina)	24
Rede Escola Cidadã (Belém)	31
Centro de Defesa dos Direitos da Criança e do Adolescente (not supported)	3
Fundação Casa Grande (not supported)	3
TOTAL	233

The evaluators engaged in a thoughtful process to analyze all information collected including, but not limited to, field notes from site visits, interview notes, extracts from key documents reviewed, and the additional information from the case studies. The analyses were focused primarily on answering the evaluation questions. The evaluation took place between July and November, 2016. Annex 5 shows the timeline for the evaluation.

Background and context

Instituto C&A was established in 1991 with the purpose of institutionalizing the private social investment of C&A in Brazil. For nearly 25 years, Instituto C&A has established partnerships and invested resources to promote education for children and adolescents. In 2016, in line with C&A Global Group strategy, the Instituto C&A began to focus its actions in the pursuit of a just and sustainable fashion industry, in which all can thrive. Within this change process, the Instituto's mission was aligned with the global C&A Foundation's mission. Knowledge generation, systematization and dissemination, as well as accurate and useful evaluations of programs and strategies remains very strengthened in the new strategic and operational model of the Instituto. Therefore, Instituto C&A and C&A Foundation have asked for an evaluation of a program that has already ended and that was operated in the previous configuration of Instituto C&A as a way of learning, knowledge sharing and a possible way for adaptation of successful strategies on network mobilization for new programs of the Instituto in Brazil or other C&A's philanthropic and corporate initiatives across the world.

NAP was launched in 2010, based on the importance of promoting and supporting joint mobilization, collaboration and networking to advocate for strategic achievements in the field children and adolescents' rights in Brazil. It was created with the intention to address the problem that organizations and individuals have limited connectivity and cooperation with one another and present low effectiveness in influencing the creation, monitoring (social control) and improvement in the implementation of policies and programs to ensure children and adolescents' rights, especially to education. Before NAP's implementation, a scenario study was conducted. That study contributed to increase understanding of the problems and gaps to be filled, as well as to establish the Program's premises and objectives.

NAP's first phase (2010-2012) provided individual support to six networks focused on mobilizations, collaborations and networking as driving forces to promote the rights of children and adolescents in Brazil. Those networks were selected through a special invitation process. In addition, the Program targeted the production and dissemination of knowledge on collaborative culture and methodologies to work in networks, producing a book[16] on those issues that has quickly become a national reference on the theme. None of those networks were funded in NAP's second phase.

Based on their experience, in 2012, the Instituto C&A launched a public call for proposals to support a group of networks working around children and adolescents' rights, especially to education, in the second phase of the NAP. To make the right to education a reality, it was necessary to take a more comprehensive view of the situation, since the violation of other fundamental rights greatly interferes with educational development. Therefore, the Program incorporated a systemic approach to work in the educational arena through networks. The assumption behind the Program were that (a) the rights of children and adolescents still were not well addressed; (b) full promotion, defense and social control of children's and adolescent's

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[16] Martinho, C. et al. 2011. Vida em rede: Conexões, relacionamentos e caminhos para uma nova sociedade. Barueri, SP: Instituto C&A.

rights depend on a strong connectivity and incidence (advocacy) from organizations and individuals and (c) there were no structured programs, within the Brazilian Private Social Investment sector, specifically targeting the support of social organization networks besides NAP.

The main differences from the initial phase were that in phase two the networks were selected through a public call for proposals, a longer-term support to the networks (3 years) was provided, and strategies to create collective spaces for exchanges, support and learning among Program members were established. Instituto C&A believed that NAP should support existing networks that already had a minimum operational capacity and that could play an important role in building and disseminating new knowledge about the subject. Below is how Instituto defined a network in their call for proposals[17]:

Network is an organizational standard produced by connectivity dynamics where autonomous agents (people and/ or institutions) interconnect with each other in a horizontal manner to cooperate. In this definition, the structural characteristics of the network are defined:

• A network is a form of organization (this does not necessarily mean that a network is a type of institution).

• A network is produced by connectivity, that is, the establishment of connections and relationships between autonomous agents, in a variable and dynamic process.

• The autonomy of people and/or organizations that comprise a network is presumed.

• A network is not hierarchical by definition.

• A network exists as autonomous agents decide to cooperate with one another; cooperate implies some form of mutual agreement and, necessarily, some form of coordination.

• Cooperation requires the sharing of common objectives.

NAP's budget for 2015 was two million Brazilian Reais (approximately US$ 610,000). These resources were committed to investments in the following budgetary lines of the Program: (i) Project support (the most important), (ii) Capacity building, (iii) Consultants (support team), (iv) Communication, and (v) Evaluation. The actual expenses incurred by the Program were 1.616.000 Brazilian Reais (approximately, US$ 490,000), of which 1,280,000 Brazilian Reais (80% - approximately, US$ 390,000) was allocated to financial support for the networks. The evaluators did not have access to more specific data on the years of 2013 and 2014. However, Program coordinators reported that the amount invested as well as the proportion between what was allocated to the networks and what was used for the overall management of the Program were similar to those of 2015. The monetary value of the time invested by Instituto C&A's internal staff - coordinator, administrative assistant and manager for the area - is not included in these values and the evaluators did not have access to these data. These professionals were responsible for other actions besides NAP; for example, the coordinator was responsible for managing two Instituto's programs during that period. The resources from the Program's budget line for personnel, covered costs related to long-term consultants (e.g. program monitoring) and other external advisors who contributed during specific moments of the Program.

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[17] Instituto C&A (2013). Networks and Alliances Program Technical Proposal cycle 2014-2015 – Executive Summary. Institutional and Community Development Area. Internal Document.

Descriptions and definitions

The second phase of the Network and Alliances Program supported eight networks for a 3-year period (2013/2015) committed to promote the rights of children, adolescents and young people, especially the right to education. Based on their resources, Instituto C&A structured a program to produce three main outcomes: (1) Network members and key players involved in the SGDCA are well connected, exchange information and experiences, and, especially, establish partnerships in an effective way to promote the rights of children and adolescents; (2) Networks working to promote, defend and ensure children and adolescents' rights, especially to education, are mobilized, articulated and with greater capacity to efficiently and effectively implement and expand their actions; and (3) Knowledge about collaborative culture and methodologies to manage and operate networks is promoted, developed and disseminated to foster connectivity and new relationships, as well as to build capacity of networks working to ensure the rights of children and adolescents.

There were many interventions designed to help achieve the Program's goals:

(a) Provision of annual financial support to the networks: Every year, each supported network had to submit an implementation plan and a budget proposal to be approved by NAP's coordination team. After overcoming this step, the first installment of the requested fund was transferred to the applicant organization and the networks could start or continue their activities.

(b) Events for exchanges and capacity building: With the support from external consultants, the Program organized two major annual meetings gathering two representatives per network. The meetings were designed for (i) capacity building on network management including communication, working with the government, collaborative dynamics, networks methodologies and dynamics, and advocacy as well as other important issues related to the system to guarantee the rights of children and adolescents; and (ii) providing opportunities for interactions and exchanges among the supported networks. Each event was organized in the operating locality of one of the networks.

(c) Technical monitoring and support visits: Each network had the duty to produce one activity report every six months, in addition to the annual financial report. The professional responsible for NAP's monitoring function analyzed all the documents, provided feedback and performed annual technical visits for each network. The technical visits were planned in advance and were structured in a way to foster constructive dialogues between the consultant and the networks representatives.

(d) Support to external communication: The Program provided external communication support for the networks, through press releases on networks activities and issues related to their causes/goals; and

(e) Development and dissemination of knowledge: Finally, the Program contributed to the production and dissemination of knowledge about networks in Brazil through publications (studies, research and general documents) related to the networks' causes and on networks methodologies, process and actions.

A brief overview for the eight networks supported by the Program have been provided in the Executive Summary. Expanded descriptions as well as the performance assessments of the networks regarding some of the key evaluation criteria (Effectiveness, Impact and Sustainability) and their respective sub-questions can be found in Annexes 6a through 6h.

Answering the evaluation questions

1. How relevant were the Program's approaches and strategies to address the problem and produce the desired changes?

The Program was **highly relevant (excellent)** for addressing the problem and producing the desired outcomes. As Figure 2 shows, there were two main elements comprising the *Relevance* criterion: (i) the extent to which the Program was filling important gaps and (ii) how good was NAP's selection process of the networks.

The Program came to fill important gaps, such as: lack of financial and technical support for the existing networks to better address their mission and lack of sufficient support for initiatives related to sensitive themes connected to the SGDCA and to education. The strategies used by the Program and by the networks were successful to deal with the problems and to produce the desired Program outcomes. The selection process through a public call for proposals, despite needing minor adjustments, was configured as an appropriate strategy to select networks with multiple characteristics (allowing for greater learning) and with good potential for producing relevant impacts within their mission.

Figure 2. NAP's performance in terms of Relevance
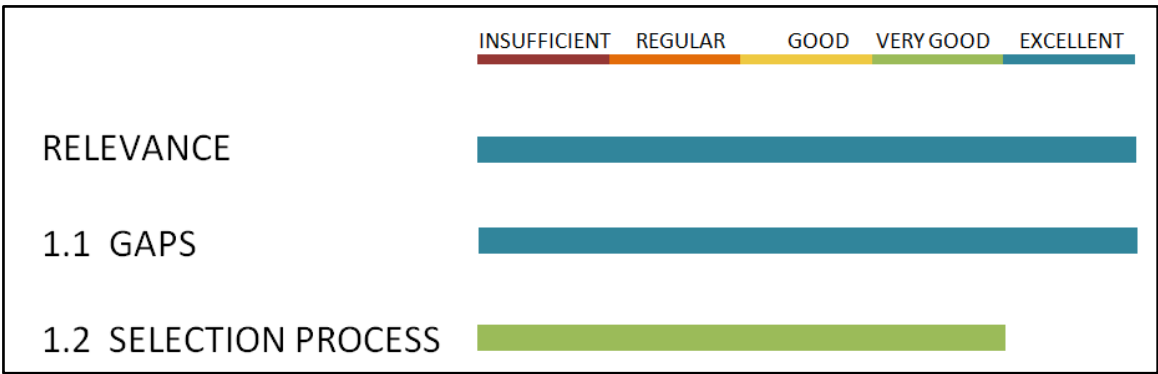
1.1 What gaps did the Program fill, especially for the Program area and for the organization as a whole, and how important were those gaps?

The Program has **filled extremely important** gaps. The first relates to the lack of support to networks, especially the ones working on both formal education and education for citizenship – in a more comprehensive perspective. This support was not restricted to formal networks; it also encompassed informal networks and initiatives using network strategies.

> From what I know, the Program helped establish the need for private social investments to support networks. It is almost like supporting a cloud; it is more diffuse. That is why Instituto C&A's disposition to provide this type of support was very important. There was a lack of knowledge on the subject. The Program was set out to build that knowledge. (Instituto C&A representative)

In addition to networks aiming at influencing public policies in education, the Program also supported networks trying to pursue agendas to promote other rights for children and adolescents. Some of them dealt with more difficult issues, such as young offenders serving alternative correctional sentences and

sexual violence against adolescents. For those networks, obtaining funding has been more challenging due to the more controversial nature of their causes.

Producing and disseminating knowledge about network management, collaborative culture and the issues promoted by the networks was also an important gap filled by the Program. The central role that knowledge plays to development processes, as pointed out by Adulis (2011: 145)[18], justifies the inclusion of the production and dissemination of knowledge as one of the right strategies on the Program's design.

These gaps are extremely important as they are included as some of the challenges to the implementation of the Statute of the Child and the Adolescent (ECA), but are still far from being guaranteed in practice and are still extremely relevant.

> *Brazil has a system to guarantee the rights of children and adolescents that has history. Even though it has been there for a while it is still very fragile. The project helped strengthen this system in Nova Iguaçu. (key external informant)*

The Networks and Alliances Program made the right decision to foster cooperation, convergence and multiplication of efforts among organizations and individuals to contribute to ensure the rights of children and adolescents. It has become clear, in recent decades, that working in networks is much more effective than fragmented specific projects (Adulis 2011[7]; Wilson-Grau 2011[19]). Networks' representatives confirmed the importance of acting as a network and the difference in the level of impact produced by this type of work.

> *The Forum was created due to the need to build a form of organization to defend the rights of the youth … It needed to go beyond the isolated and scarce efforts some organizations were doing. We needed an organization that would bring together and provide more power to the various youth movements that began to appear at the time. (network representative)*

1.2. To what extent were the NAP guidelines, criteria and processes effective for selecting the most appropriate partner networks?

The NAP guidelines, criteria and process for selecting the most appropriate partner networks were considered **very good**.

One important contribution NAP's selection process, through a public call for proposals, brought to Instituto C&A was the possibility of mapping out a good sample of existing players (organizations, networks and similar initiatives) working to protect and promote the rights of children and adolescents, especially the right to education.

> *And the call for proposals also allows us to map out what was happening; though it may be preliminary, it showed us what was new that we did not even know about. How is this matter being represented, what are the different initiatives? I mean, besides the identification of the eight projects, it also allowed us to have a reading of the scenario, what is in place, what's happening, new actors – new either because we did not know them or because they have recently emerged. So*

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[18] Adulis, D. (2011). A Profusão das redes: gestão e fomento na promoção do desenvolvimento. In: Martinho, C. et al. A vida em Rede: conexões, relacionamentos e caminhos para uma nova sociedade. Barueri, SP: Instituto C&A.

[19] Wilson-Grau, R. (2011). O desafio da complexidade na avaliação das redes. In: Martinho, C. at al. Vida em Rede: Conexões, relacionamentos e caminhos para uma nova sociedade. Barueri, SP: Instituto C&A.

it gave us an X-ray, or a glance beyond what we are able to see, or what we wanted to see. So I think this is a very important input for the instituto itself. (Instituto C&A representative)

The call for proposals forced Instituto C&A to be more explicit about what they wanted. NAP's conceptual framework clearly defined what they meant by a network, indicating who was the target audience for that call for proposals. Still, there were difficulties to convey the idea of which area(s) the networks should be working on to be eligible for the grant. This vagueness reflected an internal tension among Instituto's managers. Some of them were pushing for the Program to support any network focused on the System to Guarantee the Rights of Children and Adolescents (SGDCA) while others thought education should be the networks' main focus, since the latter was directly aligned with the Instituto's mission.

Initially the emphasis was on the SGDCA, in the broader sense. In a second stage, it was decided to make it narrower to education. This was more due to internal pressure than to the team's desire. When it was time to choose, we had a broad understanding of the submitted projects and supported initiatives that were not specifically connected to [formal] education. (Instituto C&A representative)

In addition, some criteria were not made explicit in the call for proposals, such as the idea of having regional and institutional diversity within the group of grantees. For example, the network from Belém was supported because the team considered important for the Program to have a network with a connection to a university and based in the northern region of the country. The selection committee weighted those criteria more than the proposal's merit when making the final decision about the projects to be funded. Since there are significant regional inequalities in the country (e.g. from the 260 proposals received only 2 were from the North) the Instituto's decision is clearly justifiable as an important and noble strategy to combat regional inequalities as well as to ensure greater institutional diversity by including a network with a university as one of its leading partners. However, those criteria could have been made more explicit in the call for proposals, even if included as a broader criterion such as "ensuring regional and institutional diversity."

In the selection process, one criterion - "Being located in the metropolitan areas/cities in which C&A operates commercially" was not followed strictly. One of the networks (Chapada) was located in a region without any commercial presence from C&A. It was selected due to its relevance and great learning possibilities. This criterion was probably related to the company's strategy to be socially present where they operate, a common practice among many business organizations.

Still, the selection process was deemed as very appropriate due to the attentiveness shown by the selection committee in each step and the extensive and careful discussions carried out among the jurors. An important step in the selection process was the visit to the semi-finalists to get to know the projects better. The contact with different stakeholders made it possible for them to verify if the projects had been written by a group of people and organizations and not only by one organization or individual as well as identify strengths and fragilities. Even with this careful process, the Instituto selected one project that never became a network and let out an interesting one.

*Those selected had different organizational characteristics that complemented each other throughout the process; the interaction during the meetings were always very good with a lot of learning involved. The support received during the three years provided the possibility of creating empathy among organizations, exchanging ideas and technologies, and developing new proposals or consolidating objectives. (network representative)*

An important lesson drawn from the analysis of the interviews with the non-selected projects is the need to provide feedback to those that did not make it to the final group of grantees. Both networks interviewed by the evaluation team that were pre-selected and visited but did not make the final cut were unaware of the reasons for not being selected. NAP's call for proposals stated that the Instituto C&A was not going to provide feedback to the non-selected proposals. Nonetheless, the evaluators consider that there should be one exception at least to the projects that were visited (but not selected), since they have spent extra time with the Program's team and established closer relationships.

2. How efficient was the implementation of the Program?

The Program's efficiency was considered **very good**. As shown in Figure 3, the NAP's activities were implemented within an adequate and realistic timeframe. The financial, human and technical support allocated by the Program were considered highly strategic. The monitoring and accountability strategies were efficient and have been implemented with high quality. The strategies by Instituto C&A to support the networks were appropriate and essential to strengthening the networks and amplify their results.

Figure 3. NAP's performance in terms of Efficiency
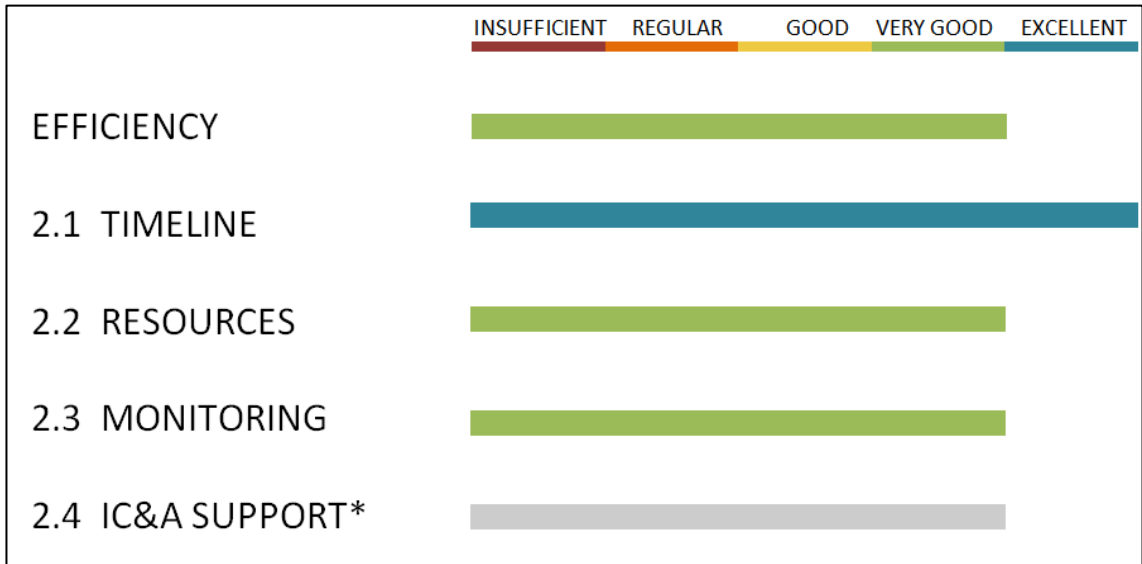
Evaluation sub-question 2.4 overlapped heavily with the other sub-questions, especially 2.2. To prevent repetition, the evaluators have expanded the answer to sub-question 2.2, so it now incorporates all relevant aspects related to 2.4.

Working horizontally and with a shared governance approach requires great effort to maintain a healthy and fluid dynamic in the networks, including also the funder (Adulis, 2011: 155)[7]. This was also true to Instituto C&A in its efforts to apply those concepts to its management structure. In the words of one interviewee: "*Practicing shared governance is easy to say, but very difficult to implement*".

2.1 To what extent were Program activities implemented in an adequate and realistic timeframe?

From the analyses, the evaluators concluded the Program activities were implemented within an **adequate and realistic** timeframe (excellent). The clear majority of the interviewees considered the implementation period for the funded project realistic and appropriate. The reviewed documents about the Program and networks' activities confirm their perceptions. Only two interviewees indicated the need for a slightly

longer implementation period to ensure better results, as the process for building a network is quite complex and the results are most noticeable in the long run. In this sense, it was observed that in the case of networks that prioritize influencing public policies, the period of support and implementation could have been for, at least, four years – which corresponds to the term of office for city mayors in Brazil.

Many networks had initial difficulties to meet the proposed schedule and implement the planned activities. Throughout implementation, the networks reviewed their goals as they learned from their mistakes and successes. The Instituto C&A's openness and flexibility made it possible for networks to review plans, timelines, and implementation strategies. This practice has allowed networks to produce results that were not initially expected (see answer to sub-question 4.2 for more details).

> *Until we figured out the pace, we had some difficulties with delays and absences, but after that, it flowed well. (network representative)*

2.2   Have resources (financial, human, technical support etc.) been allocated strategically at both the networks and Program levels to achieve the programmatic outcomes?

Per the evaluators' analyses, the financial, human and technical support allocated by the Program were considered **very strategic (very good)**, both at the Program and networks levels.

a) Financial resources

NAP strategically invested an adequate amount of resources. Apart from a few comments from interviewees about the fact that financial resources for the networks were limited, there was only one minor difficulty mentioned in this regard. Instituto C&A had to change the definition of its fiscal year, impacting the networks' ability to prepare financial reports in a timely fashion. Once again, the Instituto C&A's flexibility was pointed out as a strongpoint; in this case, for always considering with care requests from networks to readjust some of the budget rubrics. The Program had sufficient resources to ensure efficient and good quality technical support.

> *It has always been a cheap Program, very cost-effective. It made the partners very comfortable to do things. (Instituto C&A representative)*

b) Human resources and technical support

The capacity building seminars promoted by the Program to all networks leaders were very well evaluated in both their contents and methodologies. Most interviewees cited the U Theory as an innovative and powerful methodology, which provided a true connection to the reality and demands of the networks, ownership of participatory and horizontal management principles, as well as a global understanding of the Program. The technical support provided by the Program helped broadening networks members' systemic view, as described by Adulis (2011: 142)[7]. The consultants who facilitated the capacity building seminars contributed significantly to amplify participants' knowledge about different fields. The atmosphere during the capacity building seminars was conducive to knowledge and experiences exchange, enabling networks members to better understand problems, jointly visualize solutions and create new partnerships.

> *We gained a lot from meeting the other networks ... Now, we have established a partnership with ICEP and UNIFEF due to those connections. (network representative)*

This methodology of exploring the territories of social organizations was brilliant and have strongly influenced the partnerships we have established. One learns more in the territory, among the local people. (network representative)

The macro design of the trainings was changed continuously to account for the actual demands from the networks. (Instituto C&A consultant)

I went to the meetings full of problems and returned full of propositions. (network representative)

During the capacity building seminars, many activities to expand networks representatives' systemic view of their practice emerged. The exercise that challenged seminars participants to identify and analyze the centers of gravity for their networks was considered very important, especially in relation to the connections with key actors from the education area. The seminars have also helped participants to clarify the purposes and strategic focus of their networks, which, according to Adulis (2011: 142)[7], generally contribute to increase the networks' effectiveness.

However, no differentiated strategies for training or technical support have been established to account for the individual needs of the networks or the characteristics of their leaders. Of course, it is a great logistical challenge to individualize capacity building activities, in addition to ensure a collective learning agenda. No doubt, doing it could have contributed even more to strengthening the networks.

Instituto C&A raised the issue regarding the need to ensure the sustainability (technical, political and financial) of networks throughout the Program's implementation. Nonetheless, some interviewees indicated that the Instituto's focus on financial sustainability of the networks could have been greater. As we will see in the answer to sub-question 5.2, for most networks sustainability is currently a great challenge.

The Instituto C&A could have focused more on helping funded networks understand the importance of the dynamics of seeking other funders. (network representative)

Many compliments were made to the staff of Instituto C&A and its *modus operandi*. Cristiane Felix, as the main leader for the Program during its three years of implementation, was mentioned several times.

We have never found this approach with other donors; [NAP coordinators] support the idea of establishing a partnership, not just a funding relationship. They listened, believed in and supported us. They did not inspect us. It is a real partnership. (network representative)

Cristiane's profile was a big asset, her leadership in the Program was very important. She had leadership, boldness, openness and maturity. If you are an authoritarian, you cannot lead this Program. Cris has grown a lot with the Program. (Instituto C&A representantive)

The way in which Instituto C&A works as a donor as well as a supporter of projects, programs and networks has also been highly valued internally.

We have stepped away from the commercial logic of scale and franchise. What the Instituto did as a response to the logic of scale was to support networks, but not as a one-size-fits-all strategy... I want us to learn which were the key elements for the success of this Program so that we can make sure they are present in other actions by Instituto C&A or C&A Foundation. (Instituto C&A representative)

Financial resources, training and technical support were implemented cohesively and continuously, providing the needed support for networks to take a step forward in terms of qualifying their work and implementation capacity during that period. The networks understand that having the support of Instituto C&A for a relatively long period, three years, enables better planning of strategies and actions and, consequently, better results. Furthermore, just by being an Instituto C&A grantee gave networks more visibility and credibility. The two non-selected networks interviewed by the evaluators also saw the period of support as a very important attractive for the Program.

> *The support from Instituto C&A could have strengthened our efforts to promote the participation of young people … and, at the same time, ensured a breather so that the organization could plan and find new donors. A one-year project usually leaves no room for anything other than to execute it. (non-supported network representative)*

2.3 What was the quality of the Program monitoring and reporting systems to track and document results and lessons?

The evaluators concluded that the monitoring and accountability strategies were **efficient** and have been implemented with **very good quality**. All semi-annual activities and financial reports were delivered, reviewed and approved. All data and reports have been properly stored and made available to the internal team. The monitoring strategies for the technical support and training were widely praised by interviewees for being close, transparent and purposeful. The monitoring visits were viewed with much sympathy and the feedback were considered as learning opportunities. In this sense, monitoring contributed to the development of a culture of knowledge and learning. Adriano Guerra, Instituto C&A consultant hired to do the Program monitoring, was highlighted as being the right fit for the job.

> *The monitoring conducted by Instituto C&A had an educational nature. It provided feedback that also helped us envision directions and solutions. It was very careful, very skilled and very humane. I do not mean to lick their boots. There was a commitment to build and strengthen these networks. It was almost a relationship between equals. The whole process was very cohesive. (network representative)*

Regarding possible improvements, some points were raised that are worth mentioning. Few networks complained that the report templates and the system for including information were too long and difficult to fill out. In addition, there were some inconsistencies regarding the number of people participating in the network activities and/or being impacted. Although defining beneficiaries in network processes is a hard task, due to the complex nature of the work done, reviewing the data collection instruments should be considered when implementing new similar initiatives.

It was suggested that the monitoring system could have had a greater focus on network processes. One interviewee indicated that the system tended to look more at the "project" and not so much at the "network". In this sense, looking at the networks and their connections would have make clearer the networks' status and level of development over their implementation cycle.

Lastly, evaluation could have started at Program's inception, in close connection with the monitoring process, ideally building an evaluative monitoring culture. That could have helped identifying important issues and coming up with ideas on strategies to improve the Program during its implementation.

2.4   To what extent the support provided by Instituto C&A to the funded networks and the Program as a whole was adequate to ensure their success?

This evaluation sub-question overlapped considerably with other sub-questions, especially 2.2. To prevent repetition, the evaluators have expanded the answer to sub-question 2.2 to incorporate all relevant aspects related to this sub-question.

3. What was the progress made towards the achievement of the Program's three main expected outcomes?

Outcome (i): Increased connectivity of networks members and key players of the SGDCA to start collective efforts to promote, defend, and guarantee the rights of children and adolescents;
Outcome (ii): Strengthened networks, especially in terms of human capital, organizational processes and diversification of funding, and;
Outcome (iii): Increased production and dissemination of knowledge on managing and operating networks, with adequate quality, usefulness and reach, to foster connectivity and build capacity of networks working to ensure the rights of children and adolescents?

The Program had **good to very good** effectiveness in achieving its expected outcomes (Figure 4). Almost all networks significantly increased the connectivity between their members and key players in the SGDCA. Strengthening the networks, however, was less effective than expected. Only four networks have managed to diversify their funding and only five of them have incorporated the theoretical learning about working as a network. All networks are still operating in the same field and NAP's contribution was very important for this continuity. One project, however, has never become a network. The networks' production and dissemination of knowledge about their work was very good. The Program as a whole was less successful in producing and disseminating knowledge.

Figure 4. NAP's performance in terms of Effectiveness
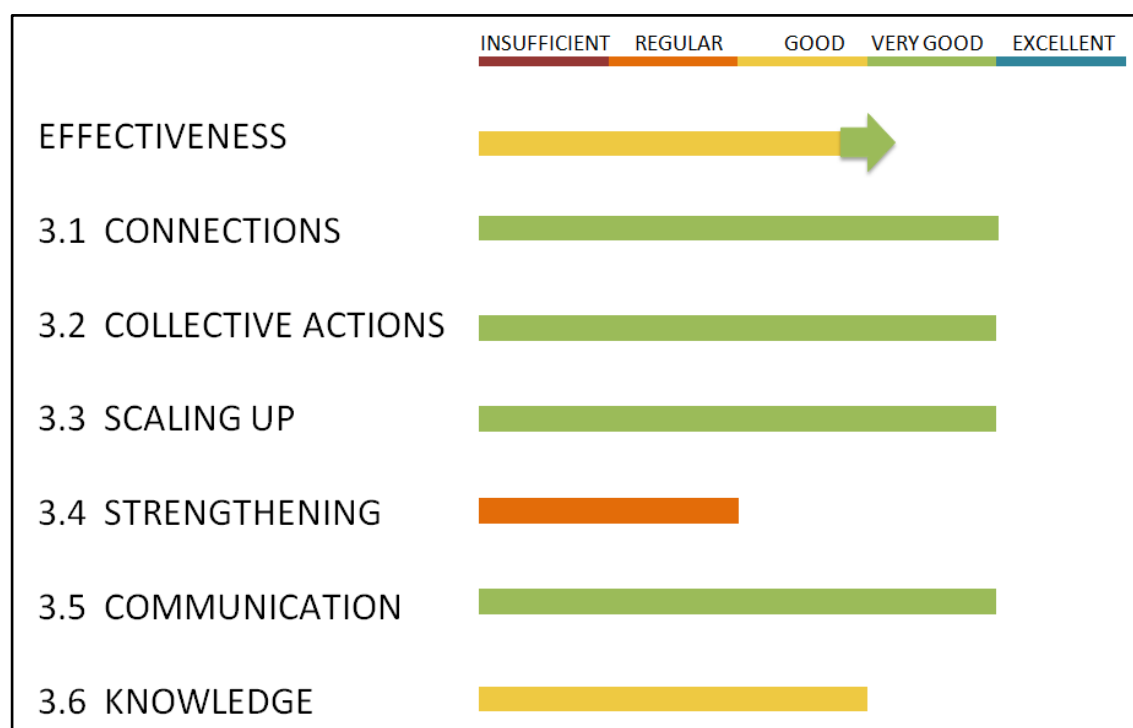
A summary of each network's performance in terms of effectiveness, impact and sustainability are included as annexes for this report: Belém (Annex 6a), Belo Horizonte (Annex 6b), Brasília (Annex 6c), Chapada Diamantina (Annex 6d), Fortaleza (Annex 6e), Nova Iguaçu (Annex 6f), São Luís (Annex 6g) and São Paulo (Annex 6h). The following are the evaluators' conclusions about the Program's performance in terms of the six intermediate outcomes, as established in the Theory of Change (for details see Annexes 2 and 3). The conclusions are based on the evaluation rubrics for each outcome that are fully described in Annex 11.

3.1 To what extent has the Program increased opportunities for networks members and key players of the SGDCA[20] to effectively connect?

The effectiveness of the Program in increasing opportunities for the establishment of relevant connections among network members and key actors of the SGDCA was rated as **Very Good** (see Annex 11 for details of the rubrics system). All the networks supported by the Program expanded, to different degrees, their connections within their fields, establishing articulations and partnerships with other forums and networks, both within and outside the Program. One network did not establish connections to SGDCA key actors. Another supported project had limited connections to SGDCA key actors; those partnerships were established for short periods of time and involved only two or three organizations to achieve specific goals. Therefore, the project was never considered a real network.

The establishment of connections with actors not directly linked to the cause, the "weak ties" (Martinho 2011),[21] were strategic for the networks. The link Campanha ANA made with Frente Nacional dos Prefeitos,[22] an organization not connected directly with ANA's main cause (i.e. sexual violence against children and adolescents), made possible the dissemination of ANA's communication materials to many municipalities.

The results regarding network connectivity highlight the importance of the systemic perspective (Adulis 2011)[7] the Program adopted to support the networks; they had the intention and ability to identify synergies. For example, they helped Rede Maranhense de Justiça Juvenil to establish a specific focus on education and motivated Campanha ANA to establish a connection with other organizations working on different causes (e.g. Racism and LGBTI – Lesbians, Gays, Bisexuals, Transsexuals and Intersexuals) to amplify the impact of those networks.

All networks had and most still have regular discussion forums about their performances, strategies, planning and evaluation. The participation of networks' members in such meetings varied according to people's level of interest in the specific agendas proposed for the meetings/forums. However, it should be noted that when it comes to network processes, these relationships and connections are not permanent:

> There are cycles of participation of the organizations [in the metwork]; they depend on each organizations' projects. This is a general characteristic of the networks processes" (external key informant)

In addition to increasing connectivity, the networks also qualified their links to education and expanded their boundaries in relation to their fields of activities. All networks, without exception, created and

effectively used various digital connectivity tools for communication among network members (e.g. WhatsApp, email and Facebook).

Although Instituto C&A did not intend to create a network encompassing the eight supported networks, the favorable environment created during the capacity building meetings triggered the creation of several spontaneous partnerships among the networks. WhatsApp and email groups have been created involving leaders from all eight networks to facilitate communication and for sharing their experiences and results.

3.2   To what extent has the Program fostered the development of new/other collective action (articulations and mobilizations) efforts to support children and adolescents' rights, especially to education?

The effectiveness of the Program in promoting the development of new collective actions to support the rights of children and adolescents was rated **Very Good** (see details of evaluation rubrics in Annex 11).

All networks have promoted the development of new collective actions (connections and mobilizations). One example from Brasília includes the connections established among community members, school representatives and the Department of Urban Cleaning of Distrito Federal to revitalize an important public space (Beco da Esperança[23]). Another good example of collective action was a significant national mobilization around education (Educação em Nossas Mãos[24]) that included teachers that were members of the Mobiliza pela Educação (Chapada) network; the movement held a march in Brasília mobilizing almost 2,000 teachers from all over the country.

The new connectivity and mobilization efforts established were, in general, well-structured, timely, active and effective. They involved a significant number of key players, including some that were not explicitly connected to the SGDCA[25]. There was one network, however, that did not establish connections to key actors at the SGDCA.

Six networks also influenced the creation of new groups to support the rights of children and adolescents that are still active, to different degrees. Examples include: (i) the *saraus periféricos*, a group emerged from young people who participated in Okupa movement (Belo Horizonte), (ii) a group on Facebook to discuss racial diversity (Fortaleza), and (iii) new collective youth groups for educommunication created (São Paulo).

3.3   To what extent has the Program contributed to inspire networks to implement and/or influence the expansion of their work to guarantee the rights of children and adolescents, especially to education, within their own territories and/or to new territories?

The Program's effectiveness in inspiring networks to implement and/or influence the expansion of their work within their own territories and/or to new territories was **Very Good** (see details of evaluation rubrics in Annex 11). This conclusion is mostly influenced by the fact that six of the eight networks implemented and inspired actions that have expanded their work to other territories and/or to an audience larger and more diverse than they were working with.

Fórum das Juventudes da Grande BH, for instance, has gone beyond the metropolitan level, achieving national projection with NAP's support. The Forum coordinator was invited by the National Youth Secretariat to be the representative for the City of Belo Horizonte and one of the representatives of the

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[23] Hope Alley - public alley in Estrutural neighborhood that was being use by drug dealers and as a dump.
[24] Education in our hands.
[25] System to Guarantee the Rights of Children and Adolescents

youth movement in a meeting held by President Dilma Rousseff on June 28, 2013. At the meeting, an important agenda for the Forum (the issue of the genocide of the black youth) was one of the main themes discussed. Following this meeting, the Forum was invited to attend the hearing to draft the Federal Government's Annual Budget Law for 2014, having the opportunity to influence the national guidelines for youth policies.

Rede Maranhense de Justiça Juvenil was invited by a city government agency (Secretaria Municipal da Criança e do Adolescente e de Assistência Social[26]) and one state government agency (Fundação da Criança e do Adolescente do Maranhão[27]) to conduct training courses on restorative practices[28]. The first, in 2013, was for all CREAS'[29] teams and the second, in 2016, for the staff of one of the attention units of the Fundação da Criança e do Adolescente do Maranhão.

Before the Program, Mobiliza pela Educação covered 20 municipalities in Chapada and four municipalities outside the region. Currently, there are 18 municipalities in Chapada and 8 in other regions, including Salvador, the capital city and most influential municipality in Bahia. Most of the trainers working in Salvador are from Chapada, reversing the usual stream of specialized support that usually goes from the capital to the interior.

The supported networks worked in various fields and six of them had their relevance publicly recognized, becoming important references for the causes they support. Examples include Construindo em Rede (Nova Iguaçu) on early childhood development and Associação Barraca da Amizade (Fortaleza), Campanha ANA's management organization, on prevention of sexual violence against children and adolescents.

The mobilization of key players to promote and defend children and adolescents' rights, also included in the evaluation rubrics for this sub-question, has been dealt with in 3.1 and will not be repeated. Nonetheless, it has been considered as one of the evidence to inform the evaluation conclusion.

3.4 To what extent has the Program contributed for strengthened and efficient networks with committed and capable human capital (technical and leadership) and sustainable financial resources to guarantee their continuous work to ensure children and adolescents' rights, especially to education?

The Program's effectiveness in contributing to strengthening the networks so they would become more effective was considered **regular** (see evaluation rubrics on Annex 11 for details). This sub-question takes into account how strengthened were the networks by the end of the Program and to what extent, considering their human capital (technical capacity, commitment and leadership) and financial resources, they were likely to be sustained.

NAP's technical support provided to the networks contributed to many of their members to gain knowledge about how to work in networks. In five of those networks, the knowledge gains were reflected in

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[26] City Secretariat for Children and Adolescents and Social Assistance

[27] Children and Adolescents' Foundation of Maranhão

[28] Restorative practices are part of the restorative justice concept, which arise as a response to the traditional idea of criminal justice, based on punishment and retribution. In the restorative perspective, crime is understood as a violation of a person and of interpersonal relationships. The role of justice should be to restore those violations, that is, to repair the damages caused not only to the victim, but also to society, to the offender and to the interpersonal relationships. Restorative practices, therefore, are cooperative processes that include all stakeholders to repair the damages caused by a criminal behavior.

[29] Social Assistance Specialized Reference Centers

improvements in their network practices, such as establishing governance rules, staff professionalization, documentation of activities, systematization of learning, and creation of monitoring systems. They have attained greater engagement and commitment from key stakeholders, greater recognition within and, sometimes, outside their geographic areas of influence, and have produced important changes. Those aspects have led to stronger networks. Those changes increased the networks' capacity to establish new fruitful partnerships, including with some funders. One of the projects, however, has never become a true network, as already mention in the answer to sub-question 1.2. Throughout NAP's implementation, OCA remained as a project involving two organizations that established limited interactions with other organizations comprising the SGDCA for short periods of time. Activities mobilizing a broader range of SGDCA social actors were ephemeral and limited to a few specific opportunities.

Half of the networks was able to ensure new funding for sustaining their work on similar issues with the same quality and timeliness. Three of them succeeded in diversifying their financial supporters throughout the Program. One new supporter for Campanha Ana, for example, made possible a ten-day face-to-face meeting involving 40 adolescents, contributing for that network to become a place for collective production of knowledge. The Program played an important role in increasing networks' ability to obtain funding. By participating in the Program, networks increased their visibility and recognition as well as improved their management and governance systems. On the other hand, the fact that only half of the networks were successful in fundraising indicates that the strategies adopted by the Program to build the capacity of networks in this regard could be improved. The current Brazilian context of a deep economic crisis has certainly played an important role in the networks' level of success in ensuring new funding, given the significant decrease in available funds from private companies to invest in philanthropy.

3.5   To what extent have internal and external communications by the networks and the Program influenced the promotion of children and adolescents' rights, especially to education?

The effectiveness of internal and external communications by the network and the Program was considered **Very Good** to influence the promotion of the children and adolescents' rights especially education, per the evaluative rubrics (Annex 11).

Instituto C&A staff were always available to the networks. Two networks, however, were not very good at sharing details about their work's progress throughout the Program. Instituto C&A still has difficulties when they need to reach one of them. The other six networks were always very responsive to all requests from the Program's team.

The Instituto C&A staff was fast in addressing the networks' needs and requests. For example, they held a capacity building seminar on communication as a response to the networks' reports of the many challenges they were facing to design and implement communication strategies. Messages from Instituto C&A staff were clear. The staff was always opened to engage in dialogues and, whenever necessary, promote changes in the way they were carrying out their work. NAP's support strategies through capacity building and monitoring also empowered the networks to implement more effective communication activities of their work.

Regarding the Program's external communication, the monitoring team collected every month a list of important themes and news from the networks and sent them to Instituto C&A's communication team in a very effective way. This strategy gave visibility to the networks within C&A's institutional media. Some networks, however, considered that Instituto C&A could have disseminated the information more frequently to the general press and other media. Due to NAP's innovative characteristics – always making

informed bets and taking risks – Instituto C&A decided not to have a more aggressive external communication strategy for the Program; they opted to restrict communications to the in-house press to avoid possible risks.

The Vida em Rede ("Life in Network") book, produced in the first phase of the Program, was not properly disseminated during NAP's second phase to reach additional audiences. Its first edition has been sold out, there was no second edition and the ebook available on the internet has not been adequately publicized.

> *Instituto C&A did not make a continuous investment on advertising the book; nonetheless, it had a lot of spontaneous dissemination. I did not imagine it would have so much impact. ... There was a lack of attention to knowledge management. The transition process of the Instituto's mission consumed a lot of attention and time of people. (Instituto C&A representative)*

Internal communications within seven networks were timely and effective, facilitating management and governance. NAP's support had a large impact in the communication strategies for those networks, which greatly extended their connectivity. In Rede Maranhense de Justiça Juvenil, for instance, the language of the newsletter was adapted to reach wider audiences and the network partnered with universities, public defenders' and district attorneys' offices to expand the distribution of their materials. OCA's youth group began to produce a newsletter called "Voz da Quebrada" which focuses on topics of interest for the community especially the ones related to promoting the right to the City and the right to education. The number of accesses to Campanha ANA's communication channels and social networks increased substantially, including groups from Brazil and from other countries.

Construindo em Rede (Nova Iguaçu) created a system of systematically mobilizing key actors to participate in their events that has been very successful so no member has felt left out of the process. The network products including analysis, studies, reports, plan etc. were always passed on to all participants. In addition, for each product launched, the project organized a feedback meeting. They also created a direct mailling to reach the more than 400 people who participated in the various activities promoted by the project.

> *If the person helped in the development of any product, we personally delivered the final product at their institution. When you take the Plan, for example, there is the name of everyone who participated, 120 participants: each one received a copy of that Plan. (Project representative).*

All eight networks developed public positions (written, oral, graphic statements) about significant issues related to the cause, sending out, to different degrees, the right messages to the right audience at the right time.

> *In social networks, they are very strong. We always go there to learn what are the Fórum's positions. This was professionalized in recent years. (external key informant).*

Campanha ANA, for instance, developed public positions every time there was a case of sexual violence against children and adolescents with national visibility. They prepared notes on the cases that were sent to the Federal Prosecutor, to the National Council on Children and Adolescents' rights (CONANDA), to national and international ECPAT network and to other networks. The positions were built through virtual discussions (phone, Skype, email) among the young representatives of the National Committee to Fight Sexual Violence and ECPAT.

Mobiliza pela Educação network made public positions when they led the articulation of the Educação em Nossas Mãos movement and handed its proposals based on five education policy pillars (infrastructure,

management, pedagogy, food for schools and teachers' training and valorization) to the President in Brasilia.

3.6   To what extent has the Program and networks produced and disseminated relevant research, publications and systematizations of experiences and reflections?

Overall, the effectiveness of the Program and of the networks to produce and disseminate relevant knowledge was **Good**, as per the evaluative rubrics (Annex 11).

The Program, in its second phase, produced important reflections and systematizations, as discussed in the answer to evaluative question 2 above. However, this intense and important process had limited dissemination internally to Instituto C&A as well as to external audiences. No spaces for reflection within the Instituto were created so that this knowledge could gain life and make sense to more people within the Instituto's staff. For the external public, the Program's most important product was the book Vida em Rede ("Life in Network"), which was published during its first phase and, as already mentioned, could have been better disseminated.

NAP's main strategy for knowledge production and dissemination in its second phase was the organization of a national seminar on networks, bringing the networks' experiences to a wider audience. The seminar was organized in partnership with the University of the Amazon (managing organization for the network in Belém) and brought together 504 people for one and a half day. The seminar made concrete and visible the theoretical and practical knowledge produced by the networks.

The Program team had an initial idea of producing a series of three books on networks. They defended this idea before Instituto C&A leadership team. However, at the time, the Instituto C&A leaders did not understand institutional knowledge production as a main focus for the Program. As a result, the Program's budget was reserved to be invested in other aspects considered more strategic. This decision diminished the Program's capacity to systematize and disseminate the knowledge they were producing.

The networks, in turn, contributed to knowledge generation through different strategies, including publications, videos, games and newsletters, mostly related to the causes they support. Some materials have greater quality, relevance and capacity to reach wider audiences than others. Five of them also produced or are producing materials specifically about collaborative culture and methodologies to manage and operate networks, such as Youth Political Platform (Belo Horizonte) and Educommunication Guide (São Paulo).

Construindo em Rede (Nova Iguaçu) and Mobiliza pela Educação (Chapada) received a one-year additional financial support from Instituto C&A, that have been invested in the systematization of their experiences and the methodologies to work in networks they have created. At the time this evaluation took place, the publications were still in the production process and had not been launched yet. A detailed list of products developed by the networks, within the realm of the Program, including internet links to almost all of them, can be found in Annex 7.

4. How important were the results produced by the Program?

The Program has contributed to **significant intended and unintended results and impacts**, being classified as **very good** in the evaluation's performance scale, as shown in Figure 5. Five of the networks produced very significant results (**excellent**), especially in terms of positive changes in public policies and programs. Two networks produced **good** results, with relatively smaller influence in terms of public policies,

establishment of productive connections and dissemination of knowledge. The impact produced by one of the networks was considered **regular** – insufficient strengthening of the organizations and the network in general as well as no influence in public policies or programs. The Program also impacted the Instituto C&A directly by increasing its (i) knowledge and practice about network processes and (ii) recognition as a reference for the Brazilian third sector on working in networks.

The main results and impacts by NAP relate to a) promoting lasting connections among SGDCA actors and other important leaders in the networks' geographical coverage areas, b) strengthening several of the supported networks and the organizations comprising those networks, c) contributing for the creation or improvement of public policies or programs to promote, guarantee, and defend the rights of children and adolescents, d) knowledge dissemination by producing relevant publications, games and videos that are still being used, and e) positioning Instituto C&A as a reference in the support of networks working with children and adolescents in Brazil.

Figure 5. NAP's performance in terms of Impact
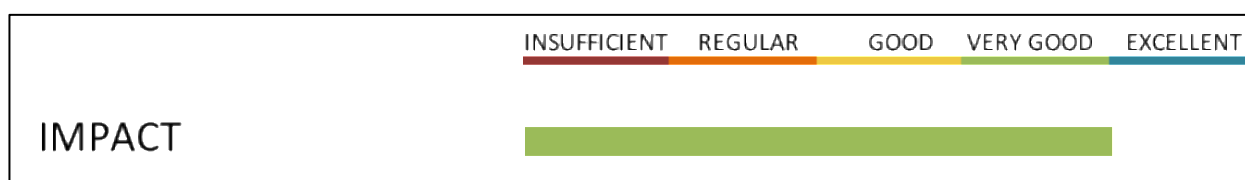
This evaluation criterion (Impact) was originally divided in two sub-questions: 4.1: intended and unintended, positive and negative impacts produced by the networks and the Program and 4.2: changes beyond stated goals and most obvious target audiences. Sub-questions 4.2 overlapped heavily with sub-questions 3.3 and 4.1. Therefore, to improve the report readability and to avoid redundancy when establishing evaluation scores for each criterion, the evaluation team decided to address the issue of "impact" without the initially proposed sub-division. Impacts beyond original objectives will be described below along with the other types of impact. Results related to the scaling up of actions have been already discussed in sub-question 3.3 and will not be specifically addressed here.

When discussing impacts or outcomes, the issue of causality always need to be addressed. To call any observed change in the reality an impact or a result of an initiative, we need to establish two things: (i) if there is a logical connection between what the initiative was doing and the observed change and (ii) whether there are other explanations for the observed change besides the initiative. There are many strategies that can be adopted for establishing causation. For this evaluation, the evaluation team adopted a few qualitative approaches including direct observation (critically appraised), logic connections between the Program's actions and observed changes using the reconstructed Theory of Change and, whenever appropriate, a simpler version Michael Scriven's General Elimination Model (GEM).[30] GEM consists of creating a list of possible causes for the observed changes and then, using collective reasoning and collected evidence from interviews, documents and critical observations, eliminate (or not) the competing causes.

The evaluators used GEM, for example, to define the level of influence NAP had in the changes in public policies and programs indicated in Table 2 (below). For each of the changes listed in the second column, the evaluators developed a list of other possible agents/initiatives that could have contributed for that change, besides the Program. Then, the evaluators would eliminate (or not) each of the possible alternative causes and estimate how much NAP contributed to the change (high, medium or low) in comparison to the

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[30] Scriven, M. (2008). A Summative Evaluation of RCT Methodology: & An Alternative Approach to Causal Research. Journal of MultiDisciplinary Evaluation, Volume 5, Number 9. Pp. 11-24. Online.

other alternative causes.   Data from the interviews with key informants, observations during the site visits and documents reviewed were used as the basis to inform this process. The exercise of attributing causation, however, is quite complex, especially for network initiatives involving social-political changes that are always so ample.

> *Cause and effect relationships tend to be nonlinear and multidirectional, so the results can be plausibly tied to network activities, although the relationship is indirect and even unintentional. In addition, the contribution of the network to the outcome is usually limited, since other factors contribute as well. And success is rarely applicable in other moments because the results are highly dependent on the context and the network itself, which also changes in the process. That is, the network does not control its results; only influences them.* (Wilson-Grau 2011:165)[31]

Virtually all the interviewees familiarized with the supported networks have identified a direct relationship between the support received from Instituto C&A and the results and growth experienced by the networks during that period.

> *The support of the Networks and Alliances Program was also critical for the professionalization of the work of the Forum, as well as the ability to systematically pressure the government. Professional growth was exponential. Certainly, the actions of the Forum would not have the spread it had without this support. (network representative)*

> *The focus on education was motivated by the Networks and Alliances Program and was extremely positive. Funding institutions generally do not support projects involving adolescents in conflict with the law, serving socio educational measures. Therefore, this support was very important. (network representative)*

> *With the support of Instituto C&A the network had a boom. It was the golden age of the network. (network representative)*

Below are the main Program impacts for Instituto C&A and for the networks' target-audiences and member organizations.

a) Most important impacts for Instituto C&A

The experience with NAP helped Instituto C&A (i) consolidate their knowledge and experience related to the theoretical field of working in networks, (ii) motivate managers from other areas within the Instituto to implement strategies for working in networks in their own programs, and (iii) strengthen its position as a reference in developing and supporting theories and practices of working in networks within the Brazilian third sector. The book "Vida em Rede" has become a reference even within the academic sphere, as it has been used as an important source to inform academic research. Although the focus of this evaluation is on the second phase of the Program, processes for incorporating concepts and for establishing the Instituto as a reference in the field had already started since the beginning of the first phase of the Program in 2010. From the analysis performed, the evaluators concluded that the impact of the Program for the Instituto was **very significant**.

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[31] Wilson-Grau, R. (2011). O desafio da complexidade na avaliação das redes. In: MARTINHO, C. at al. Vida em Rede: Conexões, relacionamentos e caminhos para uma nova sociedade. Barueri, SP: Instituto C&A.

The Rede Nacional de Bibliotecas Comunitárias[32] "spontaneously" appeared as part of the Instituto's support for the Program 'Prazer em Ler'[33]. There was no specific motivation for the network to be created, but the experiences shared by the Networks and Alliances Program were essential for the Instituto's team to leverage this initiative. (Instituto C&A representative)

The Program has brought great visibility to Instituto C&A. Even though the Instituto is very low profile and careful with communications, the Program came out as an external brand. It was not a conscious choice, but since our proposal was very bold it turned out like this. (Instituto C&A representative)

The incorporation and the alignment of concepts by the Instituto's internal team required a lot of energy and an open mind from the teams involved. At times, there were clashes and tensions arising from this process. Very important issues were discussed, such as the institutional definition of a network, whether the financing for network structures was necessary, forms of support to networks and the Program's connection with the Instituto's mission.

At the beginning, the main challenge was the theoretical concept, because everything seemed to be a network… Cris took a long time, with great patience and pedagogy, several times during our meetings to explain what a network is and the main concepts that establish this notion of a network. (Instituto C&A representative)

In the first phase of the Program, it didn't converse directly with the institutional mission, which was always a problem for communication. It was hard to make it tangible. It was a great insight for the Program to bring the issue of children and adolescents' education to the spotlight in the Program's second phase. (Instituto C&A representative)

In many of the issues discussed, they reached a consensus. However, on some of them, the staff's differences in opinion remained dormant. For instance: (i) Is financing network management essential or not? (ii) Should a single program at the Instituto host all support for networks? and (iii) Could the Instituto's support to networks be as a cross-cutting theme, including possible support to networks not directly and clearly connected to the Instituto's mission? Such issues are still relevant and can elicit fruitful discussions to help Instituto C&A and C&A Foundation as they pursue new strategies to accomplish their new mission.

b) Most significant impacts to networks' target-audiences and organizations

The Program has contributed to **very relevant** impacts for most of the networks. They included:

(i) Mobilization to influence changes in public policies and programs (e.g. creation of special credit line for initiatives on Restorative Justice in São Luís, and plan for early childhood becoming a municipal law in Nova Iguaçu)

(ii) Opening or reopening of strategic public facilities for children, adolescents and youth (e.g. youth center in Belo Horizonte, maternity hospital in Nova Iguaçu, public alley revitalization in Brasília)

(iii) Advances in practices related to services for children, adolescents and youth (e.g. annual teachers training in restorative cycles in São Luís)

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[32] National Network of Community Libraries
[33] Pleasure in Reading Program

(iv)   Knowledge dissemination through relevant and useful products still used after NAP's completion also by people and organizations from outside the networks (e.g. Self-Protection Guide, Okupa Educational Kit and Youth Political Platform in Belo Horizonte)

(v)   Strengthening of the networks and organizations comprising the networks to promote their causes/goals (e.g. CMDCA in Nova Iguaçu, and Fórum das Juventudes da Grande BH in Belo Horizonte)

(vi)   Relevant political capacity building and insertion in the general labor market for some participants of the networks (e.g. election of a former coordinator of the Fórum das Juventudes da Grande BH as a representative for the City Council of Belo Horizonte, and college students increasing their odds for getting jobs in social psychology and pedagogy due to their participation in Rede Escola Cidadã in Belém)

A negative unexpected result, is that the Observatório da Criança e do Adolescente - OCA (Brasilia) never truly became a network. As discussed in the answer to evaluation question 3.4. More details about OCA can be found in Annex 6c.

The expected outcomes for the networks have been extensively discussed in the responses to question 3 and its sub-questions. With no doubt, changes at the level of public policies and programs have been the most significant achieved by almost all networks. Table 2 lists the changes produced by the networks that have implications to public policies and programs. The evaluators have estimated the level of influence (high, medium or low) the Program has had for those changes to take place – shown in the third column. Explanations for the evaluators' estimations are provided in the last column of the table.

Table 2. NAP's contributions to outcomes that have implications to public policies and programs

Networks	Main Public Policies and/or Programs influenced by NAP's support	Program Contribution	Why?
Rede Escola Cidadã (**Belém**)	1. Institutional partnership between the District Attorney's Office and the University of Amazonas (UNAMA) to apply the experience of Restorative Justice practices in another territory of Belém.	high	The project supported by NAP created the conditions for the two organizations to establish a trustful relationship that triggered the new institutional partnership to expand the initiative.
Fórum das Juventudes da Grande BH (**Belo Horizonte**)	1. Collective creation of a website with the 10 most important aspects related to youth rights (Youth Political Platform) to influence candidates and voters in the 2014 Federal and State general elections; the platform became a national reference for organizations dedicated to promote, protect and guarantee the rights of young people.	high	Platform was created within the realm of the project supported by NAP.
	2. Participation of a representative of the Forum in a national committee to plan the 2014 and 2015 Federal budget for youth.	low	The Forum was invited to participate in this process due to the high visibility the Youth Political Platform had.

Networks	Main Public Policies and/or Programs influenced by NAP's support	Program Contribution	Why?
	3. Opening and democratization of the Youth Reference Center in Belo Horizonte; a public center dedicated to the development of creative artistic-cultural activities and promotion of debates on issues relevant to the youth.	medium	Advocacy and other actions to mobilize key actors were already taking place before the Program; NAP contributed for this movement to gain momentum, strengthening its capacity to continuously put pressure on key actors and establishing mechanisms to make it happen.
	4. Decentralization and consolidation of "Okupa"[34] as an annual event for Belo Horizonte and its metropolitan region supported by the State and Municipal governments. The event started to be organized by different youth from BH metropolitan region and the activities were held in several municipalities.	high	The project supported by NAP had specific and effective strategies to decentralize and consolidate "Okupa" as an official event.
Observa-tório da Criança e do Adoles-cente (**Brasília**)	1. Revitalization of the Beco da Esperança (mobilization involving community, adolescents, NGOs and government to make a neighborhood alley safe and clean).	high	The project supported by NAP had specific and effective strategies to ensure the revitalization of the "Beco da Esperança."
	2. Reversal of a District's decision to discontinue a school bus line in the territory that would impact many children in their rights to education as they wouldn't be able to go to school.	medium	Strengthening and empowerment acquired by the Coletivo da Cidade through NAP support enabled this action to happen.
Mobiliza pela Educação (**Chapada Diamantina**)	1. Development and implementation of proposal to improve the quality of school's nutrition and transportation in the partner municipalities.	medium	Initiatives to influence improvements in the quality of the food and transportation for students were already taking place; NAP helped the movement to gain momentum, strengthening its capacity to continuously put pressure on key actors and establishing mechanisms to make it happen.
	2. Influencing the National Plan for Education (PNE) through the Educação em Nossas Mãos	high	The project supported by NAP had specific and

[34] A one day annual event to promote the occupation by the youth, especially from poor neighborhoods, of public spaces of the city. The event includes many artistic and cultural activities, as well as debates on youth's rights and needs.

Networks	Main Public Policies and/or Programs influenced by NAP's support	Program Contribution	Why?
	movement. More than 2,000 teachers were involved in creating a proposal to be included in the PNE based on five education policy pillars (infrastructure, management, pedagogy, nutrition and professional training and valorization) that was delivered to President Dilma and the Minister of Education.		effective strategies to influence the National Plan for Education through Educação em Nossas Mãos movement.
	3. Disseminating the cause and implementing the Mobiliza pela Educação methodology to Salvador the capital and most influential city in the State of Bahia and to some municipalities located in other states.[35]	low	NAP provided greater visibility to Mobiliza pela Educação and other municipalities became interested to implement similar initiatives. However, the main protagonist for the articulations leading to this expansion is the network's leadership that already had public recognition and interconnections prior NAP.
	4. Better results on the Brazilian index of basic education development (IDEB) for some of the municipalities in Chapada that participate in the project.	low	With the support from NAP, the network trainers and mobilizers could dedicate more time to the municipalities; this resulted in more financial resources of the municipal budget available to invest in more and better training for their primary teachers, which resulted in students' better scores in the national exams that heavily influence the municipalities' performance in IDEB.
Campanha ANA (**Fortaleza**)	1. Inclusion in the National Plan to Confront Sexual Violence against Children and Adolescents of strategies to provide qualified assistance to the victims as well as to the perpetrators of sexual violence and to address the issue of sexual violence through the internet.	high	The project supported by NAP had specific and effective strategies to influence the National Plan.
	2. Creation of three CREAS (Specialized Reference Center for Social Assistance) in Manaus after the Public Attorney's Office pressured the City Hall. The Public Attorney's Office, in turn, was	medium	The Program influenced the establishment of closer ties between Campanha ANA and ECPAT Network; it also

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[35] The scope, timeframe and resources for this external evaluation did not permit the evaluators to explore in more depth any potential impact resulting from expanding the methodology to these new municipalities

Networks	Main Public Policies and/or Programs influenced by NAP's support	Program Contribution	Why?
	pressured by young leaders in Manaus trained by ECPAT Network. Campanha ANA, through Associação Barraca da Amizade, is part of the ECPAT Network's coordination.		financially supported the meeting held in Manaus, in which they created the youth leadership projects.
	3. Inspiration for the CONANDA (*National Council on Children and Adolescents' rights*) regarding the participation of adolescents in mobilization and advocacy campaigns.	low	Advocacy actions with the participation of adolescents were already taking place before the Program; NAP provided greater visibility to Campanha ANA that started to be seen as a reference in the theme by CONANDA.
Constru-indo em Rede (**Nova Iguaçu**)	1. Approval at the Municipal Committee for the Rights of Children and Adolescents (CMDCA) of a ten-year (2013 - 2022) Municipal Plan to promote and guarantee the rights of small children (PMPI) in the City of Nova Iguaçu.	high	The project supported by NAP had specific and effective strategies to develop the plan and approve it at the CMDCA.
	2. PMPI has become a municipal law, approved by the City Council and the Mayor in 2015.	high	Same as above.
	3. Reopening of the only maternity hospital in the City of Nova Iguaçu.	medium	Advocacy and actions to promote connectivity were already taking place to reopen the maternity hospital; NAP contributed for this movement to gain momentum, strengthening its capacity to continuously put pressure on key actors and establishing mechanisms to make it happen.
	4. Creation of infant registration offices in the maternity hospital and in the main City general hospital.	medium	Same as above.
	5. Creation of a municipal commission to monitor the implementation of the PMPI until 2022.	high	The project supported by NAP had specific and effective strategies to ensure the creation of the monitoring commission.
	6. Establishment of the "Semana do Brincar" (Week to play with small children) as an official event for the city.	high	The project supported by NAP had specific and effective strategies to create the week to play event.

Networks	Main Public Policies and/or Programs influenced by NAP's support	Program Contribution	Why?
Rede Maran-hense de Justiça Juvenil (**São Luís**)	1. Inclusion in the Educational Plan for the State of Maranhão the assurance that all adolescents facing youth correctional measures will have their right to education guaranteed.	high	Direct and effective strategies to influence the State Educational Plan were built in the project supported by NAP
	2. Inclusion in the City of São Luis' Educational Plan of strategies to assist young offenders facing correctional measures.	high	Direct and effective strategies to influence the Municipal Educational Plan were built in the project supported by NAP
	3. Municipal Committee for the Rights of Children and Adolescents (CMDCA) created a specific credit line to fund Restorative Justice practices that resulted in the implementation of courses on restorative justice to professionals working for different Municipal secretariats.	medium	Advocacy and actions to promote connectivity were already taking place; NAP contributed for this movement to gain momentum and strengthened its capacity to continuously put pressure on key actors and established mechanisms to make it happen.
	4. Training Program on Restorative Justice practices launched by the Municipal Secretariat of Education in eight schools.	medium	NAP provided visibility to Restorative Justice practices in São Luis; the Municipal Secretariat of Education had previous plans to start such training program, but the inspiration came after the successful experience of the project's workshops in the schools and the creation of the credit line to support Restorative Justice actions.
	5. Creation of a Núcleo de Justiça Restaurativa (*Restorative Justice Center*) in São José do Ribamar.	medium	Advocacy and actions to promote connectivity were already taking place; NAP contributed for this movement to gain momentum, strengthening its capacity to continuously put pressure on key actors and establishing mechanisms to make it happen.
Rede Nacional de Jovens	No evidence.	-	-

Networks	Main Public Policies and/or Programs influenced by NAP's support	Program Contribution	Why?
Comuni-cadores (**São Paulo**)			

The available monitoring reports for the NAP were inconsistent in estimating the number of people that participated in the network activities and/or have been impacted by the networks' actions. The numbers presented for some networks referred only to one single year while for others they encompassed all three years of the Program. Also, sometimes the reports considered direct beneficiaries and other times potential beneficiaries. The inconsistency is likely a reflection of the nature of some of the initiatives implemented within a network initiative, due to its fluid and dynamic characteristics. Taking those facts into account, the evaluators have made a general estimation of the number of children and adolescents that have been or could have been impacted by the Program. Two networks that managed to influence public policies, have the potential to benefit about 95.000 small children, children and adolescent living in their coverage areas. For the other six networks, there are only monitoring data for 2015. As per the monitoring reports, those networks have collectively reached 13.793 direct beneficiaries (e.g. children, adolescents, youth, their families, social leader and educators).

5. What is the likelihood that the benefits from the Program will be maintained for a reasonably long period of time after the Program ceased?

The level of potential sustainability of positive results produced by NAP and the networks was considered **good**, as shown in Figure 6. This criterion is comprised of two sub-criteria.

The first (sub-criterion 5.1) was related to the influence of technical capacity, commitment from key stakeholders and financial support in the sustainability of the networks. The individual sustainability of the networks varied, but was generally considered **good**. Of the eight supported networks, two have guaranteed their sustainability (technical capacity, stakeholders commitment and financial support) for at least 1.5 year after the end of the Program and two others are very likely to remain sustained. NAP's support has been important to strengthen the networks' technical capacities, increase key stakeholders' commitment as well as to promote greater visibility and credibility for the networks and some of their member organizations to continue to work within their mission. The other four have their technical, political and financial sustainability partially or more seriously compromised.

The second criterion (5.2) dealt with the likelihood the positive changes produced by NAP and the networks will remain after the Program's completion. Even though after the end of the Program, many networks decreased their activities and mobilization at different levels, most of the positive changes they promoted will remain, especially the ones that influenced public policies or programs. This criterion was considered **very good**.

Figure 6. NAP's performance in terms of Sustainability
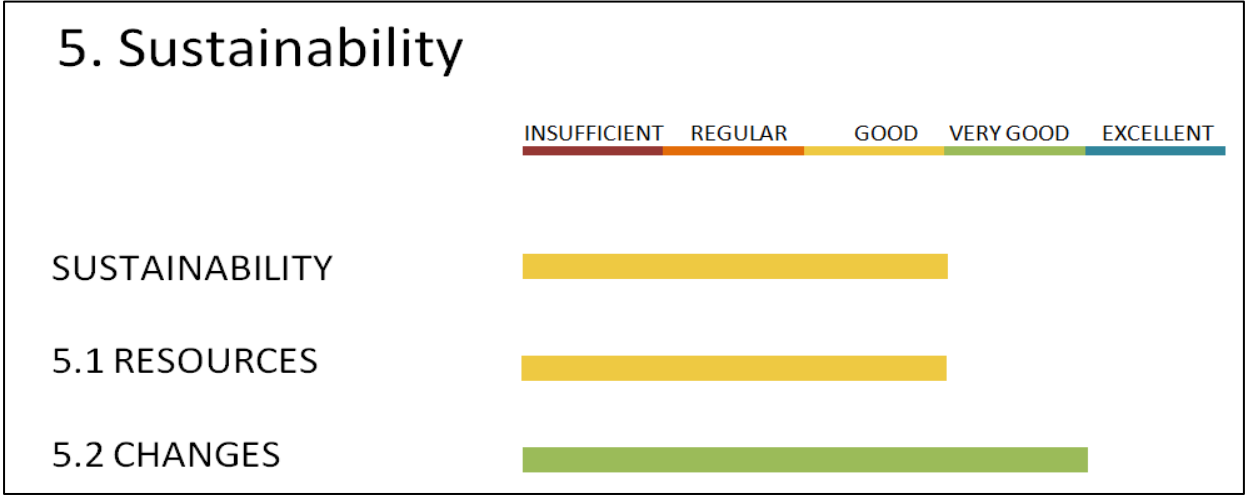
5. Sustainability

| | INSUFFICIENT | REGULAR | GOOD | VERY GOOD | EXCELLENT |

SUSTAINABILITY

5.1 RESOURCES

5.2 CHANGES

5.1   To what extent the networks have committed and capable human capital (technical and leadership) and sustainable financial resources to guarantee their continuous work to ensure children and adolescents' rights, especially to education?

The networks' capacity to ensure the continuity of their work to guarantee the rights of children and adolescents was considered **good**. Three dimensions were taken into account when assessing this sub-question: (i) technical (knowledge about the cause and the way networks operate toward achievement of the cause), (ii) political (stakeholders' commitment and internal and external interconnections), and (iii) financial (available resources to support some of the networks' actions). If one of those three dimensions of the triad is not present or is weakened, sustainability is compromised. Technical capacity and political commitment are key given that, even without immediate financial support for larger activities, networks with those attributes can still implement actions and promote changes, probably on smaller intensity or breadth. On the other hand, if financial resources are available, but the network members have not developed adequate technical capacity or there is no commitment of key stakeholders, almost certainly, the network's work will last only until there is money available. In this case, virtually no sustainability will be achieved.

The external context of the country has also been considered when assessing the Program's sustainability. Resources for philanthropy is usually among the first items private companies cut when the economic environment is not favorable. The current economic crises that the country is facing for the past couple of years has seriously handicapped available funds for the nonprofit sector in Brazil. Also, government grants also tend to diminish during economic crises. The evaluators consider that the access to financial support for some of the networks could be at a different, more positive level if the context was not so adverse.

Based on the answers to sub-question 3.4 (also related to sustainability), two networks have fully guaranteed sustainability (technical, political and financial). Two other networks have a good chance to continue producing positive results for the next couple of years or so – they have extremely capable and committed human capital and are likely to attract financial resources, since they have strong member organizations with good fundraising structures. Another network has very capable human capital and a committed management group, but they lack a track record of being effective in fundraising. Therefore, their sustainability is partially compromised. Two other networks have sustainability more seriously compromised. Even though they have technically capable human capital, they lack greater commitment and interconnection skills from key stakeholders and have no prospects to obtain new funding within a

reasonable timeframe. The last project, although it has guaranteed financial resources for two extra years and good technical capacity, it has never actually evolved to become a network. Therefore, although some activities might continue to take place, they will not be configured as activities connected to a network process, unless there are major changes in the project structure and in the context, which are unlikely to happen at this moment.

5.2   How sustainable are the potential positive changes produced by NAP after the Program's completion, related to the promotion of children and adolescents' rights?

The sustainability of the positive changes produced by NAP after the Program's completion was considered very good. After the end of the Program, many networks downscaled their actions in different levels. However, many positive changes promoted by them with NAP support will remain, regardless of the network's continuous performance. Those changes are mostly related to: (i) public policies or programs the governments are or should be implementing, (ii) new partnerships or connections established among key actors, and (iii) materials produced for knowledge dissemination. As seen in the answers to question 4 (impact), more specifically in Table 2, all but one of the networks have influenced changes in public policies or programs that have continued to affect the lives of the children and adolescents living in the networks coverage areas.

With one exception, all supported networks came out of the three years of NAP support strengthened and more connected to other SGDCA key actors and other strategic partners. Some member organizations of six networks have also become strengthened as a result of the networks' strengthening. These factors contribute for the positive results produced by the networks to have additional consequences over time. For instance, five networks have become important references for the individuals and organizations working towards the promotion of similar causes. Representatives for some of them have being invited to participate in advisory panels/ committees to guide strategic governmental decisions. The following are some examples:

- Nova Iguaçu: Solidariedade França Brasil, Construindo em Rede's management organization, was invited by the UNICEF, the National Early Childhood Network (RNPI) and by local governments from municipalities in different parts of the country to share their experience in creating the Nova Iguaçu Municipal Early Childhood Plan.
- Belo Horizonte: The coordinator for Forum das Juventudes was invited by the Federal Government's Secretariat for the Youth (Secretaria Nacional da Juventude) to represent the city of Belo Horizonte and the youth movement in a meeting with President Dilma Rousseff held on June 28, 2013. At the meeting, an important agenda for the Forum - the issue of the genocide of the black youth - was the subject of debate. Following this meeting, the Forum was invited to attend the hearing to draft the Law connected to the 2014Federal Government's Annual Budget, having the opportunity to influence the creation of a document containing the national guidelines for youth policies.
- Chapada: Mobiliza pela Educação's coordinator participated actively in a working group organized by the Secretaria de Articulação do Sistema de Ensino do Ministério da Educação[36] to discuss how the education systems can work collaboratively with health and social services, at the local level.
- Fortaleza: Campanha ANA was an inspiration for CONANDA[37] to promote the adolescents' protagonism. Associação Barraca da Amizade (management organization for the project) sits in

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[36] Ministry of Education's Secretariat for Interrelating the Educational System
[37] National Council for the Rights of Children and Adolescents

ECPAT network's coordination team and also participates actively in the Comitê Nacional de Enfrentamento à Violência Sexual contra Crianças e Adolescentes[38], considered as a national reference on this theme.

- São Luís: Members of the Rede Maranhense de Justiça Juvenil (RMJJ) participate in city and state councils on children and adolescents' rights, as well as in the Fórum dos Direitos da Criança e do Adolescente[39] where they play a protagonist role in providing ideas to tackle the issue of young offenders facing correctional measures. Members of the RMJJ have been invited by the municipal and state governments to teach restorative practice courses to their staff responsible for dealing with adolescents in conflict with the law.

Some materials produced for dissemination of knowledge were also well rated and are still being used by various organizations. The use is not restricted to networks' members; in many cases, they have been consulted by people and organizations outside the networks, showing an amplification of potential beneficiaries.

About NAP's Theory of Change

As seen in this report, NAP was mostly successful in producing the expected outcomes included in the Theory of Change (TOC), which developed at the beginning of the external evaluation process. The results and impacts obtained by the Program adequately addressed the problem raised and contributed to the goal / ultimate outcome of more organizations and individuals cooperating with each other, mobilized and effectively influencing, implementing and monitoring initiatives and public policies to guarantee the rights of children and adolescents, especially to education, at the municipal, state or federal levels. It is important to remember that the concept of education used by the Program is broad, not limited to formal education.

All assumptions raised in the TOC were confirmed, either because they have support from the Brazilian legislation or they were present/verified during the implementation of the Program. To a large extent, the Program strategies and activities were properly designed and implemented, leading to the achievement of most of the intermediate outcomes and, consequently, the final outcomes. The latter contributed to the achievement of the main goal / ultimate outcome.

However, better results could have been achieved especially in the production and dissemination of knowledge as well as the external communication of the Program. And, more importantly, the capacity building strategies could have been more effective to help networks to become more sustainable in the medium and long terms, contributing, therefore, to produce more robust intermediate and final outcomes. Due to this gap, the continuity of the Program's ultimate outcome has been compromised for some of the supported networks[40].

It is worth noting, however, that the network processes are extremely dynamic and complex. They involve many actors and different perspectives that can and, sometimes, should change frequently their goals and strategies. If a network aims at addressing a social problem, the level of complexity is even higher. Social problems are multifactorial, the context is constantly changing and the solutions to these problems are not linear or predetermined. Therefore, all theories of change involving networking efforts should take these limitations into account. NAP's theory of change was comprehensive and flexible enough to properly

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[38] National Committee for the Confrontation of Sexual Violence against Children and Adolescents
[39] Forum on Children's and Adolescents' Rights
[40] The evidence to support those conclusions are presented in answers to evaluation sub-questions 3.4 and 5.1.

represent the causal links between needs of networks and the immediate/ intermediate/ long-term outcomes of the Program.

Case studies

The evaluation team conducted two case studies of networks with different characteristics, but both considered highly successful in producing significant outcomes. A complete case study report has been produced for each network and can be found in Annex 8 (Belo Horizonte) and Annex 9 (Nova Iguaçu). Below are the summaries for the two case studies.

Case study summary for Belo Horizonte's network

Name	**Strengthening the 'Forum das Juventudes da Grande BH': Communication, mobilization and educational actions to end violence against the youth.**
Brief description	A network of organizations and individuals to produce and disseminate knowledge as promote advocacy interventions on themes pertinent to youth with a specific focus on issues related to violence against black youth as well as to urban mobility of young people in Belo Horizonte and its metropolitan region.
Main results	• Recognized as an important reference on youth issues in the State of Minas Gerais. • Collective creation of a website with the 10 most important aspects related to youth rights (Youth Political Platform) to influence candidates to public offices in the 2014 federal and state general elections; the platform became a national reference for organizations dedicated to promote, protect and guarantee the rights of young people. • "Okupa"[41] became an annual event for Belo Horizonte and its metropolitan region, supported by the state and municipal governments; NAP helped making the event more decentralized (several municipalities started to hold the event) and engaged a broader range of youth in its planning and implementation. • Opening and democratization of the Youth Reference Center in Belo Horizonte; a public center dedicated to the development artistic-cultural-sports activities and promotion of debates on issues relevant to the youth. • Participation in a federal committee to plan the federal budget on youth for 2014 and 2015. • Election of Áurea Carolina, former Forum Executive Secretariat's coordinator, as a representative for the municipal council for Belo Horizonte.
Main enabling factors	• Collective construction and strengthening of the culture of partnership. • Strong, creative, participatory and appropriate content and methodologies for the target audiences. • Powerful communication with all key stakeholders. • Scaling up the number of networks' participants and beneficiaries. • Clear focus on fighting to end violence against young people. • Technical and financial support from Instituto C&A. • Support from key member organizations, such as Associação Imagem Comunitária that shared its office space and its expertise on fundraising. • Inclusive governance and leadership team profile and commitment. • Factors of the political scenario external to the Forum.

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[41] A one day annual event to promote the occupation by the youth, especially from poor neighborhoods, of public spaces of the city. The event includes many artistic and cultural activities, as well as debates on youth's rights and needs.

Main challenges	• Violence against black youth is not an easy subject to discuss with the society in general.
	• Decentralization of activities and services to peripheral areas of the city and the metropolitan region.
	• To be able to give voice and representation to the youth in the different spaces.
	• Accessing most vulnerable population.
	• Continuous mobilization of the Forum members, social groups and young people in general.
	• Combining deepness and scale of formative meetings for the youth.
	• Overcoming the resistance of other groups that disagreed with the Forum´s positions.
Key lessons	• Committed, serious, professional, creative, caring and empathetic work directed towards dialogue and co-construction is key to the Forum's success.
	• Truly democratic governance and management empower members' greater commitment and political leadership.
	• Planning and implementing actions by, with and for young people improve the level of mobilization.
	• Improvements in management and having paid staff was crucial to ensure the quality of Forum's activities and operational capacity.
	• For the network to remain relevant and effective, it is important to continuously carry out collective reassessment of the context as well as realign expectations and priorities of the network's main partners.
	• Continued advocacy and alignment with government representatives at public policies level, and not merely with technical representatives, is fundamental to ensure more adherence and sustainability to actions.
	• Scaling up connections and territorial coverage, besides giving more visibility to the Forum, took the youth causes much farther and to a wider audience.
	• Sustainability of the network should be always a major concern to the network's members and leadership.

Case study summary for Nova Iguaçu's network

Name	**Construindo em Rede: following, monitoring and evaluating Nova Iguaçu's Municipal Plan for Early Childhood.**
Brief description	A network comprised of a wide range of individuals working in organizations connected to the Sistema de Garantia de Direitos da Criança e do Adolescente[42] (SGDCA) mobilized to write and monitor the implementation of the Municipal Plan for Early Childhood (PMPI) – aiming at promoting and protecting the rights of small children (0 to 6 years old) in Nova Iguaçu.
Main results	• Creation of the PMPI and of a participatory monitoring system for its implementation.
	• Increased visibility for early childhood in the municipality.
	• Change in the approach of the Guardianship Councils for Early Childhood: understanding and mobilization for the cause.
	• Increased dialogue and connections among key partners from government and nonprofit agencies operating in the municipality.
	• Empowerment of the Conselho Municipal dos Direitos da Criança e do Adolescente[43] (CMDCA).
	• Reopening of the maternity hospital Mariana Bulhões.
	• Creation of children registration offices at the maternity hospital and the main city hospital.

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[42] System to Guarantee the Rights of Child and Adolescent
[43] Municipal Council on the Rights of the Child and Adolescent

	• Creation of the Semana do Brincar[44] as an annual official event for the municipality. • Creation of a specific space for small children in the municipal library. • Creation of Brinquedotecas[45] in public health and social service units.
Main enabling factors	• Approval of the National Plan for Early Childhood, in 2010, by the Federal Government that suggests the development of similar plans for states and municipalities. • Existence of the National Early Childhood Network's guide designed to help in the elaboration of municipal plans for early childhood. • Support from network members who were more experienced in collaborative work. • Financial and technical support from Instituto C&A. • Diagnosis of the situation of early childhood in the municipality of Nova Iguaçu. • Solidariedade França Brasil team's extensive knowledge about early childhood issues and their high credibility among local actors. • National Early Childhood Network gave visibility to the network dynamics and results.
Main challenges	• Lack of connectivity between the different municipal secretariats. • Maintaining the mobilization and social control during and after the PMPI approval. • Changes in leadership positions in local government. • Network members' lack of time due to participating in many councils. • Lack of systematized public data on early childhood.
Key lessons	• Positive environment and previous experience on collaborative work involving different strategic partners enables network's success. • Participation of network members (individuals or organizations) in other networks enhances the work (contributes to mobilization, visibility and identification of potential new strategic partners). • A network works much better with the presence of competent network animators/ mobilizers. • Prioritizing communication through different creative strategies throughout the process is essential to maintain the stakeholders´ mobilization in the long run and ensures good results. • Documenting processes and producing materials is very important to ensure people's continuous interest/commitment as well as the network's cohesion and mobilization. • Investing in capacity building of network members is strategic to strengthen the implementation of actions, as well as to ensure network's future sustainability. • Periodic monitoring is essential to obtain constant feedback for improving the work. • Identifying a relevant topic that is fairly unknown to the public contributes to the establishment of an identity for a network and enhances its connectivity. • Networking is neither linear nor a process that can be controlled. • An informal network, without an institutionalization or even a name, can be very successful.

Special study of non-selected projects

The interviews with representatives from two projects that participated in the selection process for NAP and made it to the semifinals, but were not selected to the group of eight projects that received grants from Instituto C&A, brought some enlightenment for this evaluation. In both cases, CEDECA–DF[46] and FCG[47], the interviewees indicated they were pleased to have participated in NAP's public call for proposals.

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[44] Play Week event
[45] Children's playrooms
[46] Center for the Defense of Children and Adolescents' rights of the Federal District.
[47] Casa Grande Foundation, in the hinterlands of the State of Ceará

The Instituto C&A's reputation as a good partner and the possibility of participating in a long-term project (three years), a very rare opportunity within the Brazilian third-sector, were the main factors influencing their decision to apply for the grant.

In general, they considered the selection process well conducted. Their main frustration, however, relies in the fact that none of them received an explanation on why they did not make the final cut. This left them wondering the probable reasons for their non-selection. As already mentioned, this is something that could be improved in future similar initiatives.

There were mixed results for the two organizations in terms of carrying out, without the support from Instituto C&A, the ideas they had proposed in the projects they submitted to NAP. While CEDECA–DF had major challenges to pursue its goals, FCG was able to establish new partnerships and has produced several positive results.

The project submitted by CEDECA–DF was intended to promote participation and political education on human rights for groups of young people from "Paranoá" and "Estrutural" communities, at the Federal Capital. To achieve those results, the project proposed the development of educational materials to be used in capacity building workshops with the adolescents. This was something CEDECA–DF was already developing and that coordinators thought should be strengthen beyond their work with the schools, including aspects relevant to those communities. After their project did not get funded by Instituto C&A, the original proposal was adapted and presented to the UNICEF-Brazil. They were asked to develop the capacity of LGBT[48] youth leadership to train other young people within the realm of a larger project they were about to launch in Brazil. CEDECA–DF obtained partial support for one year to train young leaders in different parts of the country to support LGBT causes. The project was implemented and many of the project participants are still mobilized. As an example, they indicated that two adolescents that participated in the trainings are now members of the District Consulting Council for Children and Adolescents. Some of those adolescents have also participated in some training provided by the organizations that were funded by NAP in Brasília (INESC and OCA). Currently, the organization is experiencing major financial difficulties and facing serious risk of discontinuing their work. No mobilizing or advocacy activities are taking place at the moment.

Even without the support from Instituto C&A, FCG carried on with most of the work they had presented in their proposal, including the implementation of workshops on intangible heritage, music laboratories, and radio productions. This was possible through partnerships with other funders (Itaú Cultural, Caixa Cultural, SESC, Banco do Nordeste, Banco Itaú) and donations from individuals and companies. In addition to the training provided at FCG, some of the participating children and adolescents also attended training in other states of Brazil and in Portugal. FCG, in a partnership with Collective Network, produced a series of 30 radio programs on intangible heritage that were broadcasted on a national public radio station (MEC) and distributed to be used by local schools. From this experience, MEC radio station established a partnership with the children from FCG to produce 9 radio programs about some of the children's games as well as the fauna and flora of the Cariri region. Those programs were broadcasted weekly over two months. FCG influenced the state government of Ceará to launch a call for proposals to support institutions working with cultural education of children and adolescents for three-years. There is a group of "amigos da Casa" (friends of the House) that shares the values of the Collective Network. They join forces to disseminate the practice of dialogue and deepen the search for knowledge and information for the children and adolescents supported by the FCG. However, the extent to which this collective effort can be considered a true network

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[48] Lesbian, Gay, Bisexual and Transgender

is unclear. There are elements suggesting it could constitute a network and others leading to the conclusion that it looks more like a project. This difficulty in classifying the FCG initiative was identified during the selection process for NAP in 2012 and remained as a standing issue for the evaluation team during this evaluation. Nonetheless, the FCG efforts constitute a very strong social initiative that could have benefitted from the NAP support. In 2014, FCG won the 1st National Award for Children's Participation conducted by the Brazilian NGO CECIP (Center for the Creation of Popular Image) with the support from Instituto C&A. In 2014, they won the award "Good Practices in the Protection of Cultural Intangible Heritage" from the Institute of Artistic and Historical National Heritage - IPHAN. FCG has resources that will guarantee its work until the end of 2017 and they intend to continue the search for new partners.

Lessons learned - What can we learn from this Program that might inform future work on programs using network strategies?

The Networks and Alliances Program, since its conception, has aimed at innovating and learning from those innovations. It has supported heterogeneous networks, but at the same time, each one had similar potential and difficulties. The experience gained, due to support and exchange generated by the implementation of the Program, allowed the evaluators to develop a set of learnings and good practices that may contribute to organizations that are willing to implement collaborative work and/or support network initiatives.

In this section, the evaluators will first identify the main enabling factors as well as challenges faced by the Program and networks to produce their desired outcomes. Then, the best practices emerging from this experience will be presented. Finally, the evaluators will discuss the most relevant lessons drawn from NAP that should be useful to inform future initiatives by Instituto C&A and C&A Foundation.

What were the enabling factors and challenges that affected the Program's ability to achieve desired results?

Many factors have contributed to the Program's successes:

a. **Main enabling factors at the Program level**

✓ Instituto C&A's accumulated experience of supporting partnerships and collaborative efforts (Annex 10), which made them ready to start a Program to support networks.

✓ Instituto C&A's senior leadership willing to learn and take risks, providing Program staff/managers the confidence to keep working throughout the implementation period.

✓ Development of a scenario study before the start of the Program that served as a reference for guiding how the Program should be planned and implemented.

✓ Selection of the networks through a public call for proposals. The process helped mapping the scenario and identifying networks with greater potential for success. The visit to the semi-finalists contributed to a better understanding of the potential grantees and, hence, to a better-informed decision. Although some improvements may be required for future processes, having a public call for proposals gave transparency to the Program and was important to ensure that a well-qualified group of networks was selected.

✓ Active monitoring and capacity building strategies – those aspects have been widely discussed in our answers to question 2.

✓ Supporting networks that already had some structure (but not necessarily were officially formalized) also favored the success of the Program, since incipient initiatives generally take longer to produce results. The decision to support OCA, for example, was a commitment to the creation of a network that was not yet active or structured. As seen, OCA has not yet become a network.

✓ The relatively long duration of the Program was a fundamental pillar for networks to take risks, learn and improve their strategies to become more effective in achieving the desired results. A clear understanding of the life cycle of the Program by the networks also contributed to a transparent and safe relationship between the networks representatives and the Program coordinators.

b. **Main enabling factors at the Networks level**

✓ Having mature and committed organizations as key supporter for the networks. For example, in the case of the Fórum das Juventudes, having the Associação Imagem Comunitária providing office space to host the Forum and their leaders actively participating in the activities was essential for the Forum's success. In the case of Mobiliza pela Educação, the contribution of the Instituto Chapada was fundamental to provide a structure to the network. The same can be said of Solidariedade França Brasil in relation to the Construindo em Rede project in Nova Iguaçu.

✓ Existence of other programs and initiatives with similar causes in the territory. In the case of Fórum das Juventudes, for example, the existence of a State Government Program for the prevention of violence against young people was a factor that contributed to greater adhesion to the cause by different stakeholders and facilitated the establishment of partnerships.

✓ Establishment of continuous connections, partnerships and/ or agreements directly with the main leaders within the government and not only with the representatives from the technical staff who are usually more distant from the real strategic decisions. In the case of Mobiliza pela Educação, for example, the agreements for providing continuous training for teachers and school coordinators were established directly between ICEP and the municipal government, defining clear expectations, goals and responsibilities.

✓ Many networks stressed the fact that the Federal Government had a progressive agenda to support social causes, with participatory strategies, which has contributed to positive results produced by some of the networks. Between 2013 and 2015, the Federal Government launched the Estatuto da Juventude[49], the National Education Plan and the National Plan for Confronting Sexual Exploitation. All three documents were widely discussed by the society and received contributions from some of the NAP supported networks. In addition, the promulgation of those documents generated opportunities for new mobilization efforts to ensure they would be implemented. For instance, the development of the Municipal Plan for Early Childhood in Nova Iguaçu is a consequence of the promulgation of the National Plan for Early Childhood. In relation to the municipal and state governments, it was pointed out that more progressive governments at both levels favored the implementation of the Program. On the other hand, some networks' representatives indicated that general contextual adversities, including the election of more conservative governments, both at state and municipal levels, ended up serving as a mobilizing force, favoring the implementation of actions by the networks.

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[49] Youth Statute

✓ Discussions at the general society level about some important and sensitive issues such as the debate on age reduction to input criminal responsibility and the genocide of young people in Brazil, also contributed to positioning and increasing visibility of the networks.

✓ The engagement of professionals from the Judiciary and the District Attorney's Office in the causes promoted by some of the networks provided greater leverage to the networks. Also, representatives from those public institutions attract great media attention.

✓ Expansion of the access and use of social networks in Brazil have been a factor that enabled the implementation of effective communication and mobilization strategies among the networks.

There were, of course, many challenges the Program and the networks faced that hindered, to some extent, their ability to produce even better results.

c. **Main challenges at the Program level**

✓ The internal team at Instituto C&A faced difficulties to assimilate the concept of working in networks and to support a Program that focused more on a strategy (working in networks) rather than on a content area (e.g. education).

✓ There were no predefined templates, the Program's intention was to learn from the process and there was little possibility to predict the size or amplitude of its success. In that sense, the innovative and intangible characteristics of the Program became challenges even to communicate processes and results.

✓ The constant change in leadership positions within the supported networks, especially among the people participating in the capacity building meetings, caused difficulties since not all participants had the same level of knowledge about the Program and/ or the topics covered in the previous meetings.

d. **Mains challenges at the Networks level**

✓ Reaching the most vulnerable groups (e.g. street youth) in a few networks.

✓ Adolescents are under pressure to enter the labor market, especially the informal one, or even join drug gangs. Consequently, in the networks working with the youth, many adolescents quit network activities and even evade school.

✓ Governments' slow bureaucracy can lead to the demobilization of the network or the movements, since people do not see any meaningful progress as time passes.

✓ Working horizontally and democratically (e.g. respecting the ideas of all people involved and sharing responsibilities of strategic decisions) is a very challenging and laborious strategy to implement. Constant close attention is needed to ensure that the processes to implement such strategy will run smoothly, in alignment with the strategy's complexity and dynamics.

✓ Some networks members were overloaded and did not have contracts properly following the Brazilian legal framework[50]. Many worked at the networks as volunteers, in addition to their daily paid activities.

✓ Ensuring participation and commitment of schools to the networks' activities is challenging. Although this was not the case for Mobiliza pela Educação (Chapada), most of the other networks working with

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[50] Working contracts were made directly by the networks. Instituto C&A was not part of the labor relationships established by the networks and have always recommended the adoption of good practices.

schools (e.g. São Paulo, Belém and São Luís) reported difficulties to establish an effective partnership with schools, due to bureaucratic issues or to resistance by school staff.

✓ Many networks have very complex and/or cumbersome agendas, which makes communication and attracting new members difficult. In the case of Renajoc, for example, not many people from the general public will understand or appreciate the issues around the right to communication and the need to democratize the means of communication. In the case of Rede Maranhense de Justiça Juvenil, the cause is very cumbersome (improve the conditions of adolescents in compliance with correctional socio-educational measures), which hinders the participation of broader sectors of society.

✓ Obtaining data on children, adolescents and youth is not always easy. Rede Maranhense de Justiça Juvenil, for example, had difficulty to obtain data on schooling for young offenders facing correctional measures. In Nova Iguaçu, health data was less accessible. There is also the issue of how reliable is the quality of the data, when it is obtained.

✓ Understanding the government's public budget was considered a challenge by several of the networks, making it more difficult to plan advocacy actions. Some of the networks had training activities (e.g. in the OCA project, INESC trained members of the Coletivo da Cidade on how to analyze government budget) and some learned by themselves (e.g. Fórum das Juventudes). In Nova Iguaçu, for example, understanding how the municipal budget was structured and how much of it was devoted to early childhood was essential for elaborating the Early Childhood Municipal Plan. In Fórum das Juventudes, it was important to mobilize people around the issue of opening of the Youth Reference Center.

✓ Network members belonging to different political parties has also been identified as a hindering factor for collective processes. In most cases, people resist to ideas or initiatives not based on their merit, but because they were proposed by someone that belong to a different party.

What are the best practices emerging from the Program?

Many of the strategies adopted by the Program have been identified as especially effective to produce meaningful results:

- Capacity building strategies and exchanging experiences (see details in sub-question 2.2).

- The monitoring strategy (details in sub-question 2.3).

- The "modus operandi" of Instituto C&A establishing a trustful and supportive relationship, motivating the networks to obtain better outcomes.

There were also many promising practices emerging from the networks that can also serve as inspiration to other groups and organizations. The following are the most relevant identified by the evaluation team:

✓ Development of the Youth Political Platform by the Fórum das Juventudes da Grande BH (Belo Horizonte) was an important factor for great mobilization and articulation to approach themes relevant to youth during the 2014 elections. The consistency of the Platform's content was so good that until today it is the main theoretical reference on youth rights and needs for the Forum and its partners.

✓ Educação em Nossas Mãos movement supported by Mobiliza pela Educação (Chapada) mobilized a wide range of actors, including teachers and specialists from all over the country, and implemented important advocacy efforts resulting in proposals on key issues about education that have been delivered to Brazil's President Dilma Rousseff.

✓ Revitalization of Beco da Esperança by Observatório da Criança e do Adolescente (Brasilia) intensely involved children, adolescents and community members to improve a public space for people to safely go to one place to another.

✓ Fórum das Juventudes da Grande BH's (Belo Horizonte) annual open presentation to members and non-members helps enhancing participation of new members and maintaining mobilization of current members. This event contributed to keep a stable number of organizations and autonomous activists linked to the network and also served as an important mobilizing activity for the entire network.

✓ Successful strategies to empower and promote co-responsibility within networks' target audience (children, adolescents and youth). These strategies included using appropriate language and methodologies, as well as involving adolescents and youth in planning and implementation activities. In Fórum das Juventudes, for example, the young adults have increasingly become protagonists, with representation on the managing group and in the executive secretariat, as well as with active participation in key moments, such as the opening of the Youth Reference Center. In Renajoc, young people were trainers of other young people in Mais Educomunicação's workshops.

✓ Families' engagement to increase the impact of networking activities on children, adolescents or young adults. Some of the strategies that have been successful include a) invitation to the women from the communities to make the cocktails for network's events, b) holding graduation parties for training programs with the presence of the family, and c) creating a social currency in school that can be exchanged in community bazaars.

✓ Some networks have been successful in the use of social media to advocate their causes. The most effective actions on the web were the ones using appropriate language in their contents. The Campanha ANA (Fortaleza) was a clear case of qualified web activism – the adolescents were the protagonists of the communication, creating the contents and designing the strategies to present them.

✓ Communication strategies were used as a strong instrument of mobilization and interconnections for promoting the networks' causes. For the Construindo em Rede (Nova Iguaçu) coordination team, implementing ongoing communication strategies to ensure the mobilization of partners was a priority. Their strategies included dissemination of news, posting on social media, mobilizing partners for events using different approaches (letters, phone, email, text messages, WhatsApp, personal visit etc.), attention to the presentation of results, and delivery of products personally developed for strategic players.

✓ Conducting an initial mapping or diagnosis of the context and problems to be addressed by the networks in their territories was important for defining strategies and structuring activities. For the networks in Nova Iguaçu and Brasília, the mapping exercise was essential to define the problems and mobilize society around them.

✓ In the case of Rede Escola Cidadã (Belém), the fact that the University is a member of the network enabled the implementation of a strategy that combined at the same time, the training of students and the production and dissemination of academic content. Students who participated in the network's activities were encouraged to produce academic papers or incorporate their experiences in their course's final thesis or paper. This was also a positive unintended outcome for that network.

What were the networks' drivers and lessons learned that may contribute to the further development of other initiatives involving networks by Instituto C&A and C&A Foundation?

There were many lessons drawn both at the Program and networks levels. The following are the most relevant:

a. **At the Program level**

✓ The strategy of working in networks is very suitable to influence public policies, tending to provide better impact of the investments made. In addition to the possibility of developing new actions, it is a strategy that gives legitimacy and empowers different causes, given the countless connections made.

✓ The internal alignment of the Program's goals with Instituto C&A's mission was important to the team's adhesion, commitment and to the flow of the internal and external communications of the Program. The focus on the broad concept of education has emerged as a suitable solution to meet the team's different perspectives.

✓ The decision to support the already structured but not necessarily yet formalized networks (which was the case of Nova Iguaçu) has proved to be the correct one. In that sense, the idea that networks are formed and remain active by their own free will has been ratified. The existence of a group of players and a proper ambience is what makes the network activities possible. Instituto C&A's role is to support their strengthening and to contribute to maintain an "open flame".

✓ The idea of practicing "shared governance" is easy to say, but very hard to implement. The effective implementation of shared and horizontal management demands great willingness to listen and build everyday consensus. The efforts and time required to practice listening and building consensus must be considered whenever programs based on networking are designed.

✓ Supporting network actions demand a medium to long term commitment and flexibility from funders. Since network activities are very dynamic, including their expected strategies and specific goals, funders need to understand the context and collaborate with the proposed changes throughout the program. Networking is not linear or controllable. Furthermore, the causal chain of results is rather diffuse, in a way that a medium to long term commitment must be settled to the implementation of this type of program.

✓ The overall objective of the Program and its three specific objectives are more connected to processes then to specific products. In network dynamics, the processes are often more revealing of success, than pre-determined products.

✓ Providing grantees upfront with a clear idea of the Program cycle (beginning and end) gave them a sense of security and trust.

✓ Financially supporting management aspects of the networks, mainly mobilization/animation staff and activity implementation, has proven to be a fundamental strategy to strengthening the networks and to enhance their ability to improve implementation. Support for management needs to be preceded by a clear definition of each network's purposes and strategies.

✓ The integrated support from Instituto C&A was a key element to the Program's success. Combining financial support, meetings for capacity building and exchange of experiences, and close monitoring has made the networks feel empowered and supported enough to keep moving towards their goals.

✓ The external communication strategy adopted by NAP was less effective to sustain the mobilization and increase visibility of the networks and of the Program. Instituto C&A's institutional newsletter helped networks to learn and value what each network was doing, but did not help in terms of gaining visibility.

✓ The U Theory has proven to be a very suitable methodology for participatory, horizontal and collaborative processes and constructions. It has helped introducing and/or broadening a systemic view for networks members. Besides fostering in-depth understanding of various contexts and demands that took place during the Program's implementation, it has enabled people to visualize collective solutions.

✓ The financial sustainability of networks is highly influenced by the political and economic context in which they are placed.

✓ The development of fundraising skills for networks' members should have received more attention by the Program. Better strategies to prepare the networks for the end of support from Instituto C&A could have contributed to increase networks' prospects in terms of sustainability.

✓ Tailoring the technical support and capacity building strategies to the networks' specific needs could have contributed to better results. For instance, networks with leaders or organizations (e.g. Chapada and Belém) that tend to centralize decisions and provide little autonomy to the other leaders, should receive support and training on the power of horizontal and decentralized work.

At the Networks level

✓ The context and interests of different participants are very dynamic, due to the open-system nature of networks. If they want to remain relevant and effective, networks members should continuously and collectively analyze the context and policies to align expectations and priorities of the main players involved.

✓ Throughout the Program, the networks realized the importance of strengthening several leaders so that the networks can progress continuously, without depending on a single or a small group of leaders.

✓ Identifying a relevant topic that is difficult or unknown to the public can, sometimes, help promoting the identity of a network, if you have a good communication plan. It may also enhance the network's visibility and capacity to establish new connections by distinguishing the network from other organizations.

✓ Networks' catalyst agents are extremely important to ensure continuous mobilization of key actors. It became clear that there should be a small group or even a single person responsible for activating and continuously mobilizing the network. The lack of funds and leaders to support this mobilizing role is an important factor of demobilization.

✓ The contents of communication and training materials developed by the networks should be written in a way that beneficiaries will understand it (quality of language). Furthermore, adequate dissemination strategies should be built to reach the maximum number of the target audiences and promote the use of those materials. The game Okupa (Belo Horizonte) and webactivism (Fortaleza) are references as materials that comply to high-quality standards.

✓ The participation of organizations and individuals that make up a network in other existing networks or forums can enhance the work of a network by (i) taking the network's cause to other geographic areas, organizations and key stakeholders and (ii) bringing new ideas that might be adaptable to their initiatives.

✓ It is essential to introduce good management practices that include establishing governance rules, professionalization of members of the executive team, and paying attention to the need for

documenting and systematize their experience and their reflections about those experiences. Those practices strengthen the networks and motivate members to increase their dedication to networks' activities, minimizing difficulties related to internal relationships and management.

✓ Face-to-face capacity building and planning meetings are very important to ensure mobilization and commitment of various players, since it is almost impossible maintaining an exclusively virtual network.

✓ To ensure people's inclusion and increase network's sustainability, it is important to continuously connect the networks' work with public policies and/or programs. In some of the supported networks, this connection was not properly established, compromising the sustainability of the work done. For example, in the case of Rede Escola Cidadã (Belém), the activities implemented by the network did not have any connections with public policies or programs. As soon as the funding for the network ended, the network's activities and positive results stopped being produced.

✓ Broadening the range of connections for the networks, even with weak ties, is very important to help scaling up or expanding the reach of the networks' actions. For example, Campanha ANA's (Fortaleza) aggregation of the theme of racism to their original cause (sexual violence against children and adolescents), not only brought more people to discuss and become supporters of their original cause, but also gave them new ideas on how to approach their work. The link established between OCA (Brasilia) and the urban cleaning secretary was not only essential to revitalize an important public area but also to increase that agency's knowledge about children and adolescents' demands. In Mobiliza pela Educação (Chapada), there was great learning on the importance of establishing connections with other national networks as a way of enhancing and promoting advocacy actions and producing changes in wider scenarios.

✓ Value the empowerment of network's audiences, as often as possible. The networks have increasingly come to listen to and count on the participation of their target audiences in planning and implementation of activities. This practice has generated better strategies and more effective actions. Furthermore, it has allowed children, adolescents and young adults to have a deeper understanding of their contexts as well as to gain experience in working collectively.

✓ Conceptualizing and implementing a systemic capacity building strategy with a solid logic from beginning to end was very helpful to ensure greater cohesiveness as well as learning capacity for the networks.

✓ For network dynamics to be fluid, fostering attitudes of caring, warmth and empathy towards each other is necessary, both among network members and within their relationship with partners and other actors with whom the network relates to. Capacity to do moderation of processes is also a quality that must be valued. Purposeful confrontations are more effective than aggressive and explosive confrontations.

Final comments and recommendations

The Networks and Alliances Program was very successful in promoting cooperation, mobilization and actions to influence the creation, implementation and monitoring of public policies to guarantee the rights of children and adolescents, with a special focus on education. The Theory of Change developed for the NAP had the breadth and flexibility necessary to depict and explain the Program and has been confirmed by the evaluation process. Instituto C&A has established itself as a true supporter of the networks, always trying to orient and favor their strengthening without interfering with their autonomy.

There were some difficulties during implementation and at the closing of the Program. However, these problems did not interfere with the impact generated, which were also highly relevant, especially considering how different were the supported networks in terms of their causes, work strategies, structures and level of experience. The evaluation clearly identified the Program's contribution to much of the observed impacts, even with causal chains diffuse and complex. In addition, the relatively low cost of the Program further corroborates the correctness of the strategy adopted by Instituto C&A in supporting this Program.

Below are some recommendations for future action by the Instituto:

✓ As Instituto C&A and C&A Foundation pursue their new mission, they should consider the history of their work in Brazil. Instituto C&A has always supported initiatives of collaboration and co-construction, regardless of the name or stamp given to the initiative (e.g. shared governance, promoting exchanges, cooperative planning and implementation). As time went by, the concepts and the different approaches have become clearer; however, the concept that "together we can do much more" has permeated Instituto C&A's 25 years of work in Brazil.

✓ When supporting new networking initiatives, always consider devising, at the outset, a Theory of Change, flexible enough to encompass complex and dynamic processes, looking at products and outcomes, but with a strong focus on processes.

✓ Preserve Instituto C&A's "way of doing things" in their relationships with new grantees within the realm of their new mission. The spirit of collective construction, openness, transparency and readiness of the Instituto C&A team to be supportive are major facilitators of network processes. The recognition of this fact by all interviewees is overwhelming. This is a great differential that sets Instituto C&A apart from other funders in Brazil.

✓ The process for project/network selection through a public call for proposals is very important and can be improved by establishing clearer selection criteria and by providing clearer feedback to the projects/networks that made it to the semi-finals, but were not selected for funding.

✓ The decision to support networks already active or initially structured (but not necessarily formalized) should be maintained, favoring the support of actions by social actors already connected through a common cause.

✓ If the networks have sound and clear purposes as well as effective strategies defined, it is important to provide financial support for management, especially to the key people responsible for mobilization, animation, implementation and monitoring.

✓ It is important to implement focused and specific activities to develop networks' fundraising capacity so they will have the right capabilities needed to expand their sources of support and not remain solely dependent on Instituto C&A's financial support.

✓ NAP developed some initial indicators, but never seriously considered having a comprehensive evaluation designed and implemented. To improve implementation and help Programs produce more meaningful results, especially to the ones with a highly innovative component, an evaluation process should be designed and implemented since the Program's inception. Furthermore, all stakeholders will greatly benefit if a closer relationship is established between monitoring and evaluative functions – ideally building an evaluative monitoring culture.

✓ Strengthening the Instituto's knowledge management system so more materials can be created and disseminated based on networking theories and practical aspects learned from the systematization of NAP's experience. Also, communication strategies of the products should be planned since the beginning. In this regard, it is worth considering a second edition of the book "Vida em Rede" and the promotion of broader discussions about the theme with interested organizations. The NAP team has accumulated special theoretical and practical expertise in working in networks that should be used internally to help guide and inspire other Programs and also externally to help other partner organizations willing to take upon the issue of working in networks as a main strategy to pursue their mission. It would be important to look at knowledge management as a strategy linked to learning and positioning of Instituto C&A on important topics.

✓ There were many requests from interviewees made to the evaluation team to convey a message to Instituto C&A that they should not "forget" children, adolescents, youth and the field of education. However, at the same time, interviewees recognized the importance of the Instituto's new mission, especially if it is approached more broadly and with a multidisciplinary view. One statement by an interviewee might provide some ideas on how the organization can move forward to fulfil their new institutional mission. As C&A company has a huge young audience, both as buyers and in its staff, it could be interesting to combine the new mission with youth causes.

> *My first credit card was from C&A and I think this was the case for many other young people. Maybe the Instituto could pay attention to this fact within the realm of the textile value chain. (network representative)*

Annex 1. Evaluation Matrix [51]

Eval Criteria & Key Questions	Sub-Questions	Data Required/ Evidence/ Indicators	Means of Verification
Relevance			
1. How relevant were the Program's approaches and strategies to address the problem and produce the desired changes?	1.1 What gaps did the Program fill, especially for the Program area and for the organization as a whole, and how important were those gaps? 1.2 To what extent were the NAP guidelines, criteria and processes effective for selecting the most appropriate partner networks?	- Assessment of the existing gaps and of their level of importance based on document review and consideration by different key stakeholders - Evidence of effectiveness of the selection process from Program staff, networks members, consultants and non-selected groups	> Review of key documents (previous studies - landscape/ context overview, NAP call for proposals, criteria and strategies for selecting networks, Program and networks' reports and other strategic documents) > Key informants' interviews and focus groups (Instituto C&A staff and consultants, networks members, specialists in the field). > Special interviews with representatives of networks not selected to be part of NAP
Efficiency			
2. How efficiently the Program was implemented?	2.1 To what extent were program activities implemented in an adequate and realistic timeframe? 2.2 Have resources (financial, human, technical support etc.) been allocated strategically at both the networks and Program levels to achieve the programmatic outcomes? 2.3 What was the quality of the program monitoring and reporting systems to track and document results and lessons? 2.4 To what extent the support provided by Instituto C&A to the funded networks and the	- Timely/ delayed completion of activities and reasons; extensions, if any - Networks and Program as a whole on/ over/ under budget and reasons/ actions - Allocation of budget and qualified staff (among activities/ networks/ Program) - Presence, frequency and use of mechanisms to monitor implementation and expenditure (issues/ effectiveness) - Assessment by networks members, Program staff	> Review of key documents (Program and networks annual plans, forecasted budgets, reports, monitoring documents etc.) > Key informants interviews and focus groups (Instituto C&A staff and consultants, networks members and beneficiaries)

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[51] This is a revised version of the Evaluation Matrix included in the Inception Report submitted in Sep 9, 2016. There were minor problems with the evaluation questions that have been fixed in this final report. By mistake, one of the questions related to "Effectiveness" (former 3.3) was combining two outcomes included the Program's Theory of Change. To correct this mistake, we have created a new question (3.4) that directly addresses one of the outcomes and have rewrite the original question (3.3), so it now just encompasses one outcome. Other two questions, former 3.4 and 3.5, have been renumbered, respectively, to 3.5 and 3.6. Also, we had included under "Effectiveness" a question about the usefulness of the methodologies adopted by the Program to support the networks, such as the monitoring system, the U-Theory etc (former 3.6). This question has been fully addressed in the answers to questions 2.2, 2.3 and 2.4. Therefore, it has been excluded from this final version to avoid duplication.

	Program as a whole, including capacity building methodologies, was adequate to ensure their success?	and consultants of quality and effectiveness of the support provided by Instituto C&A to the networks, including the capacity building methodology	
Effectiveness			
3. What was the progress made towards the achievement of the three main expected outcomes: (i) increased connectivity of networks members and key players of the SGDCA to start collective efforts to promote, defend, and guarantee the rights of children and adolescents, (ii) strengthened networks, especially in terms of human capital, organizational processes and diversification of funding, and (iii) increased production and dissemination of knowledge on managing and operating networks, with adequate quality, usefulness and reach, to foster connectivity and build capacity of networks working to ensure the rights of children and adolescents?	3.1 To what extent has the Program increased opportunities for networks members and key players of the SGDCA[52] to effectively connect? 3.2 To what extent has the Program fostered the development of new/other collective action (articulations and mobilizations) efforts to support children and adolescents' rights, especially to education? 3.3 To what extent has the Program contributed to inspire networks to implement and/or influence the expansion of their work to guarantee the rights of children and adolescents, especially to education, within their own territories and/or to new territories? 3.4 To what extent has the Program contributed for strengthened and efficient networks with committed and capable human capital (technical and leadership) and sustainable financial resources to guarantee their continuous work to ensure children and adolescents' rights, especially to education? 3.5 To what extent have internal and external communications by the networks and the Program influenced the promotion of children and adolescents' rights, especially to education? 3.6 To what extent has the Program and networks produced and disseminated relevant research,	- Evidence of range and quality of opportunities for connections among key players within the networks and the Program - Level of structure and effectiveness of new groups, articulation and mobilizations created - Evidence that the Program contributed for networks to develop more capable human capital (both technical and leadership) as well as better organizational processes and practices - Level of success of networks in scaling up their actions - Evidence that the internal and external communication of the Program and networks were effective to promote the cause - Assessment of the quality and level of dissemination of the publications, research and systematization of experiences produced by the Program - Comparisons with possible results produced by networks not selected to be part of the NAP, during same time period	> Review of key documents (Program and networks documents including monitoring reports and annual reports > Key informants' interviews and focus groups (Instituto C&A staff and consultants, networks members and beneficiaries) > Special interviews with representatives of networks not selected to be part of NAP

[52] SGDCA: System to Guarantee the Rights of Children and Adolescents

	publications and systematizations of experiences and reflections produced?		
Impact			
4. How important were the results produced by the Program?	4.1 How important and relevant were the changes/impact (intended and unintended, positive and negative) produced by the networks and the Program as a whole? 4.2 To what degree did each network and the program as a whole reach beyond its stated goals and most obvious target audiences?	- Level of relevance of the changes/impact produced by the Program and networks including the ones that were possibly unintended, indirect and/or negative - Appraisal of social and political relevance of the networks by key informants. - Assessment of changes produced by the Program and networks beyond their stated goals and most obvious targeted audiences.	> Review of key documents (Program and networks' reports and other strategic documents) > Key informants' interviews and focus groups (Instituto C&A staff and consultants, networks members, specialists in the field). > Special interviews with representatives of networks not selected to be part of NAP
Sustainability			
5. What is the likelihood that the benefits from the Program will be maintained for a reasonably long period of time after the program ceased?	5.1 To what extent the networks have committed and capable human capital (technical and leadership) and sustainable financial resources to guarantee their continuous work to ensure children and adolescents' rights, especially to education? 5.2 How sustainable are the potential positive changes produced by NAP after the Program's completion, related to the promotion of children and adolescents' rights?	- Level of commitment of networks' leaders and members to continue their efforts to promote the cause - Evidence of strengthened institutional and community human capital (technical and leadership) - Amount of financial resources committed to the networks initiatives to the medium term (1.5 to 2 years) - Evidence of capacities developed and institutionalized	> Review of key documents (Program and networks' reports, financial information and other strategic documents) > Key informants interviews and focus groups (Instituto C&A staff and consultants, networks leaders and members, specialists in the field).
Lessons Learned			
6. What can we learn from this program that might inform future work on programs using network strategies?	6.1 What were the networks' drivers and lessons learned that may contribute to the further development of other initiatives involving networks by Instituto C&A and C&A Foundation? 6.2 What are the best practices emerging from the program? 6.3 What were the enabling factors and challenges that affected the program's ability to achieve desired results?	- Enabling factors that contributed to the Program and networks successes - Possible best practices, contextualized by local adaptations and diverse realities, with potential for generalizability - Main challenges to produce results and remedies taken, if any	> Review of key documents (Program and networks' reports and other strategic documents) > Key informants' interviews and focus groups (Instituto C&A and C&A Foundation staff and consultants, networks leaders and specialists in the field).

Annex 2. Theory of Change Infographics

Problem

Organizations and individuals have limited connectivity and cooperation with one another to influence the creation or improvement of policies and programs on children and adolescents' rights, specially related to education, as well as in ensuring their implementation.

Pre Conditions to adress the problem

Instituto C&A has the resources and wants to improve its investment in networks doing social iniciatives in the field of education.

&

There are professionals and organizations interested and committed to the cause.

&

There are no private social investment programs in Brazil to support networks that promote and strengthen its social initiatives.

Assumptions

Children and Adolescents' Rights

Children and adolescents should have priority in public policies.

ECA* is a federal law that should be guaranteed and promoted.

ECA implementation is not fully promoted or implemented in Brazil.

Children and adolescents should be protected by state, society and family.

Children and adolescents can also be protagonist actors in promoting and defending their rights.

There are networks working on the promotion of children and adolescents' rights, including rights to education, and others interested in joining the cause.

Program's targeted networks should have minimum capacity and be interested in working with children and adolescents' rights, especially related to education.

Networks for advocacy on children and adolescents' rights are familiar or known to key stakeholders.

To make the right to education a reality it is necessary to have a compreensive and systemic approach.

The violation of other fundamental rights interferes with educational development.

The violation of rights (especially to education) is a complex problem and networks are means to face these complexities.

Networks

Full promotion, defense and social control depends on a strong connectivity and incidence (advocacy) from network organizations and its individuals.

Strong networks are important mechanisms to create and increase social pressure and induce change.

Networks should be strengthened to create pressure groups and advocacy initiatives on the issue.

What defines a network are the dynamics in connectivity, collaboration, relationships and autonomy between its members. They work horizontally in a shared manner to act on complex problems.

Development processes in networks needs a secure and confident environment to be effective.

Supporting networks means a greater disposition of taking risks and less control of results because there is not always a linear results chain.

Complex problems should be addressed by systemic approaches.

Instituto C&A

Education is a current priority for Instituto C&A.

Education is part of the system to ensure children and adolescents' rights (SGDCA). Instituto C&A intervened with a more systemic approach to fully promote the right for education.

Instituto C&A realized the possibility of increasing their impact by creating a program approach instead of supporting several isolated projects.

Instituto C&A and the C&A Foundation are willing to learn about the process of supporting networks for replication in the future.

Approaches to be used by Instituto C&A for network connectivity are strong and relevant.

*ECA: Estatuto da Criança e do Adolescente

Ultimate Outcome / Objective

Organizations and individuals at local, regional and national levels are cooperating with one another, are mobilized and effective in influencing, implementing and monitoring initiatives and public policies to ensure children and adolescents' rights, specially to education in Brazil

Finalistic outcomes / specific objectives

1. Network members and key players involved in the SGDCA* are well connected, exchanging information/experiences, and establishing partnerships effectively to promote the rights of children and adolescents

2. Networks working to promote, defend and ensure children and adolescents' rights, specially to education, are mobilized, interconnected and with greater capacity to efficiently and effectively implement and expand their actions

3. Knowledge about the networks' supported causes and about collaborative culture and methodologies to manage and operate networks is developed and disseminated to foster connectivity, new relationships and build capacity of networks working to ensure the education the rights of children and adolescents

Intermediate Outcomes / Outputs

i. Increased opportunities for networks members and SGDCA* key players to effectively connect to start collective efforts to promote, defend, and guarantee the rights of children and adolescents.

ii. Creation of new articulations and mobilization efforts to effectively support children and adolescents' rights, specially to education

iii. Strengthened networks inspired new actions to guarantee the rights of children and adolescents, especially to education, within their own territories and/or expanded their actions to new territories.

iv. Strengthened and efficient networks with committed and capable human capital (technical and political) and financial resources to guarantee their continuous work to ensure children and adolescents' rights, specially to education

v. Improved effectiveness of internal and external communications by the networks and the Program to influence the promotion of children and adolescents' rights, specially to education

vi. Effective production and dissemination of relevant research, publications and systematizations of experiences to contribute to the quality of network processes as well as the protection of children and adolescents' rights in Brazil

Interventions

Provision of annual financial support to the networks

Capacity building in advocacy, communication, government relations and colaborative and network dynamics and methodologies

Technical visits

Systemic processes of capacity building (e.g., U-Theory)

Biannual exchange events

Projects reports analysis and feedback

Support to external communication of networks activities and causes

Support and/or participation in networks internal and external planned and emerging initiatives

Development and dissemination of knowledge (studies, research and publications) on networks methodologies, process and actions

* SGDCA: System to Guarantee the Rights of Children and Adolescents; encompass governmental, non-governmental and private organizations.

Annex 3. Theory of Change Narrative

The Networks and Alliances Program (NAP) was launched in 2010, based on the importance of promoting and supporting joint mobilization, collaboration and networking to advocate for strategic achievements in the rights of children and adolescents in Brazil. It was created with the intention to address the problem that organizations and individuals have limited connectivity and cooperation with one another and present low effectiveness in influencing the creation, monitoring (social control) and improvement in the implementation of policies and programs to ensure children and adolescents' rights, especially to education.

There were two major phases of the Program. The initial phase took place from 2010 to 2012 and was especially dedicated to support specific networks and learn about network processes. From 2013 to 2015, NAP launched a call for proposals and supported the strengthening of networks aimed to promote the rights of children and adolescents, especially to education. To make the right to education a reality, it was necessary to have a comprehensive view of the situation, since the violation of other fundamental rights greatly interferes with the educational development. Therefore, the Program incorporated a systemic approach to work in the educational arena through networks.

The structural axes of the program were connected to the Brazilian System to Guarantee the Rights Children and Adolescents (SGDCA), which are Promotion, Defense and Social Control of children and adolescent's rights. Based on the assumptions that a) the rights of children and adolescents still were not well addressed; b) full promotion, defense and social control depends on a strong connectivity and incidence (advocacy) from organizations and individuals and c) there were no structured programs, within the Private Social Investment sector, specifically targeting the support of social organization networks in Brazil besides NAP. The program's overarching goal was to promote capacity building, mobilization and effectiveness of networks involving organizations and individuals at local, regional and national levels, strengthening their level of cooperation with one another to influence, implement and monitor initiatives and public policies aiming at guaranteeing children and adolescents' rights, especially to education, in Brazil.

Instituto C&A believed that NAP should support existing networks that already had a minimum operational capacity and that could play an important role in building and disseminating new knowledge about the subject. Based on their resources, Instituto C&A structured a program aiming at producing with three main outcomes: (1) Network members and key players involved in the SGDCA are well connected, exchange information and experiences, and, especially, establish partnerships in an effective way to promote the rights of children and adolescents; (2) Networks working to promote, defend and ensure children and adolescents' rights, especially to education, are mobilized, articulated and with greater capacity to efficiently and effectively implement and expand their actions and (3) Knowledge about collaborative culture and methodologies to manage and operate networks is promoted, developed and disseminated to foster connectivity and new relationships, as well as to build capacity of networks working to ensure the rights of children and adolescents.

To produce each of those three outcomes, they expected the following six intermediary outcomes/outputs to happen. Outcome (1): i. Increased opportunities for networks members and SGDCA* key players to effectively connect; and ii. Creation of new groups, articulations and mobilization efforts to support children and adolescents' rights, especially to education. Outcome (2): iii. Strengthened networks inspired

new actions to guarantee the rights of children and adolescents, especially to education, within their own territories and/or expanded their actions to new territories; and iv. Strengthened and efficient networks with committed and capable human capital (technical and political) and sustainable financial resources to guarantee their continuous work to ensure children and adolescents' rights, especially to education. Outcome (3): v. Improved effectiveness of internal and external communications by the networks and the Program to influence the promotion of children and adolescents' rights, especially to education; and vi. Effective production and dissemination of relevant research, publications and systematizations of experiences on collaborative culture and methodologies to manage and operate networks to contribute with the development and strengthening of processes of working in networks in Brazil.

The main interventions designed to achieve the Program's goals included (a) the provision of annual financial support to the networks; (b) exchange events for experiencing and capacity building in advocacy, communication, relations with government, collaborative dynamics, networks methodologies and dynamics, and other emerging issues; (c) technical visits for monitoring implementation (2 annual visits); (d) support to external communication of networks activities and causes; and (e) development and dissemination of knowledge (studies, research and publications) on networks methodologies, process and actions.