



CAMELEON ASSOCIATION, INC., PHILIPPINES

IMPACT EVALUATION

Combating Sexual Violence Against Minors - Protection, Care and Reintegration of Girls Victims of Sexual Violence in the Philippines, Phase 2

REVISED FINAL REPORT

August 2022

In partnership with
ASSOCIATION CAMELEON FRANCE

With support from
AGENCE FRANÇAISE DE DÉVELOPPEMENT



Prepared by
UP Visayas Foundation, Inc.



**Combating Sexual Violence Against Minors - Protection, Care and
Reintegration of Girls Victims of Sexual Violence in the Philippines
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Evaluation team

Dr. Nicanor Babiera (Team Leader)

Dr. Cheryl Joy Fernandez-Abila (Co-Team Leader)

Dr. Sanley Abila (Social Science Specialist)

Prof. Jorge Ebay (Community Development Specialist)

Mr. Josefino Darcy Balasoto (Research Assistant)

Ms. Darlene Joy Calsado (Project Support Staff)

This report is prepared by the University of the Philippines Visayas Foundation Inc. (UPVFI), Miagao, Iloilo.

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*You are the bows from which your children
As living arrows are sent forth
The archer sees the mark upon the path of the infinite
And he bends you with his might
That his arrows may go swift and far
Let your bending in the archer's hand be for gladness
For even as he loves the arrow that flies
So he loves also the bow that is stable.*

~ Kahlil Gibran, The Prophet

Executive Summary

The Association CAMELEON France (ACF) in partnership with CAMELEON Association, Inc., Philippines (CAMELEON) has been implementing a child protection Program in Western Visayas since 2016 with funding support from Agence Française de Développement (AFD). The Program stretched for six years in two phases. The Phase 1 Program was implemented from 1 September 2016 to 31 August 2019. The Phase 2 Program entitled “*Combating Sexual Abuse against Minors – Protection, Care and Reintegration of Girls Victims of Sexual Abuse in the Philippines*” covered the period 1 September 2019 to 31 August 2022. CAMELEON used a three-pronged strategy – Rehabilitation Program (RP), Community Development Program (CDP), and Advocacy Program (AP) – to implement Phase 2.

CAMELEON contracted the services of an Evaluation Team (ET) from the University of the Philippines Visayas to conduct the Impact Evaluation (IE) of the Phase 2 Program. The team undertook the IE from 15 January 2022 to 31 August 2022. Results of the IE will be used to guide program development for the succeeding phase which AFD is also expected to support.

The IE aimed to: (1) To determine the impact of the capitalization of CAMELEON’s prevention and awareness actions on families, communities, public partners, and local institutions and on the liberalization of the victims' voice, better care of victims, reduction of cases of sexual violence, and training of actors, among others; (2) evaluate whether the current partnerships and the involvement of former beneficiaries, different local actors (public) and Youth Ambassadors contribute to the achievement of the project's objectives, conduct an evaluation on their strengthening through the project, make recommendations for improvement or establish new partnerships; (3) determine the assumptions and factors that facilitate or hinder effective, efficient, sustainable, and durable implementation and monitoring of the project; and (4) assess the governance, institutional and operational capacities of CAMELEON and its key stakeholders to enable the continuity of the project and the possibility of replicating it in other regions in the Philippines.

The IE employed a combination of quantitative and qualitative methodologies in generating data and rendering analysis. The approach and methodology complied with the research and ethical standards of the University of the Philippines Visayas - Research Ethics Board (UPV-REB). Using the survey, key informant interview, and focus group discussion, the IE reached out to a total of 195 participants who shared their views and experiences about the Phase 2 Program. The survey was carried out remotely using Google Forms while FGDs were conducted face to face. KIIs combined virtual and face-to-face techniques, depending on the preference of the participants. Data gathered were tabulated, transcribed, processed, and analyzed alongside data drawn from reports and project documents, and presented as findings.

Overall, the IE found that CAMELEON’s three-pronged strategy for child protection was highly relevant and responsive in the context of Western Visayas where cases of

sexual abuse and violence against children remain underreported and unaddressed. While Phase 2's overall goal to reduce to zero the cases of child sexual abuse was not achieved, CAMELEON's intervention, in terms of impact, and based on the survey, FGD, KII, and review of documents instituted important changes leading to (a) the transformation of 181 girl survivors of sexual abuse, (b) improved access to welfare services of at least 300 socio-economically disadvantaged scholars and their families annually, and (c) enhanced public awareness of sexual abuse against children and reformed the national policy related to child protection.

CAMELEON used three interrelated strategies to boost its social performance: healing, to transform girls survivors of abuse by enabling them to move past their pain and trauma so that they regain self-control and lead normal lives; community development, to mitigate cases of abuse by improving the access of poor children and their families to basic welfare service, particularly education and sensitize their communities in the fight against abuse and violence against children; and advocacy, to educate public the public about the evils of abuse and the sacrosanctity of children's rights.

In terms of environmental performance, CAMELEON's Phase 2 Program was contextually responsive locally, as well as nationally and globally (i.e., the Program significantly intersected with SDGs). All over the world (the Philippines included), societies continue to deny sexual abuse against children, looking at it as taboo and met largely by silence. Similarly, protective services for children are suboptimal. The challenge is formidable but CAMELEON's actions directly counteracted underreporting and underserving issues.

CAMELEON's economic performance needed urgent recalibration, especially in terms of generating local counterpart support for programs and activities across the board. It also needed to ramp up its efforts to secure a firmer commitment from government partners so that cost-sharing arrangements are delivered. Fortunately, robust support from ACF enabled the organization to fulfill due diligence and reporting requirements.

For RP, the IE found evidence of transformation among survivors of abuse to healthy reintegrated citizens, but care is relatively expensive. Survivors' search for legal justice remains challenging. The ultimate goal of RP was to heal the sexual abuse survivors' pain and trauma so that they can return to normalcy and reintegrate successfully into their community. The Program reached a total of 181 girl sexual abuse survivors. They underwent rehabilitation through a holistic set of interventions that include psychosocial therapy, legal support, education, healthcare, skills and leadership training, career guidance and job placement, and parenting skills training for parents.

On average, the CDP served 300 scholars and families from 55 barangays in Bingawan, Passi City, and San Enrique, annually. The program assured the access to education of socio-economically disadvantaged children while also improving family relations through empowerment, livelihood, and savings mechanisms. It transformed

scholars and parents, enabling them to better perform family and community roles. CDP activities gave beneficiaries greater control of their actions and decisions, vital in efforts to create a culture conducive to nurturing children and building families and communities. Along with AP activities, CDP sensitized local communities in the fight against child sexual abuse, converting them into change agents that actively promote and protect child's rights.

The AP reached its target audience locally and nationally and contributed to the reform of a national policy. The Voice of CAMELEON's Children (VCC) and the CAMELEON Youth Health Advocates (CYHA) led the advocacy campaigns, using the modified advocacy modules of partners and circus shows, putting children and youth at the forefront of the fight against child sexual abuse. Public education campaigns and media appearances contributed to awareness enhancement while alliances and partnerships with government and non-government organizational further strengthened and broadened the constituency of support.

In the realm of organizational governance, Phase 2's capitalization enabled CAMELEON to provide continuous service to target clients and partners, but it encountered efficiency and timeliness concerns in program implementation, owing largely to the COVID-19 pandemic. This IE argued that organizational processes must remain au courant with and responsive to the challenges internal and external to the organization. Improving institutional and operational systems is key to sustainability, enhancing prospects for replicating the CAMELEON model in other Philippine regions.

Prevailing and emerging challenges combine to create a situation that makes the call for child protection louder than ever, requiring a creative and concerted response from duty bearers and stakeholders. Additionally, new sources of risks are emerging, borne by information technology, social media, shifting political regimes, and climate change. Meanwhile, disasters caused by climate-induced hazards exacerbate the vulnerability of displaced children to further abuse.

CAMELEON needs to be proactive to confront prevailing and emergent challenges so that protective mechanisms and programs for children will remain responsive and relevant. Thus, for succeeding engagements, this IE recommends to:

1. Maintain and strengthen support for the rehabilitation and reintegration of sexually abused girls to facilitate survivors' healing and empowerment as advocates and individuals who live and practice child protection principles and values;
2. Strengthen the support for education, skills training, and empowerment of poor and vulnerable students and their families to facilitate their upskilling as prospective income earners and compassionate change agents;
3. Establish the CAMELEON Model as an adaptive framework for child protection recognized by partners to create an enabling environment that is responsive to emerging risks and conducive to the safe growth and development of children; and

4. Strengthen the organizational effectiveness of CAMELEON to pursue its mandate and enhance its capacity to deliver child protection services and fulfill commitments to beneficiaries, partners, and other stakeholders. Ultimately, it should establish a collaborative, participative, and consultative process of delivery of services to the abused children that entails (a) revisiting and assessing the clarity of motivation and purpose to make it *au courant vis-a-vis* the changing context of Western Visayas and reaffirm its guiding principles, governance structures, and oversight mechanisms; (b) recalibrating the quality and processes of the financial system and policies and procedures and train staff accordingly; and (c) reassessing planning, management of external relations, means of identifying and capitalizing on new resources, and decision-making policies to guide strategic and operational planning.

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List of Abbreviations

ABSNET	-	Area-Based Standards Network
AC	-	After-Care
ACF	-	Association CAMELEON France
AFD	-	Agence Française de Développement
AOI	-	Articles of Incorporation
AP	-	Advocacy Program
BCPC	-	Barangay Council for the Protection of Children
BDC	-	Barangay Development Council
BPM	-	Business process management
BOT	-	Board of Trustees
BS	-	Bachelor of Science
CAMELEON	-	CAMELEON Association, Inc., Philippines
CBL	-	Constitution and By-Laws
CCA	-	Climate change adaptation
CDP	-	Community Development Program
CDP	-	Comprehensive Development Plan
CHR	-	Commission on Human Rights
CLUP	-	Comprehensive Land Use Plan
COMSCA	-	Community Managed Savings and Credit Association
CPLA	-	Cameleon Parents Livelihood Association
CPSA	-	Cameleon Parents Sewing Association
CRC	-	Convention on the Rights of the Child
CRN	-	Child Rights Network
CWC	-	Council for the Welfare of Children
CYHA	-	CAMELEON Youth Health Advocates
DBM	-	Department of Budget and Management
DILG	-	Department of Interior and Local Government
DOLE	-	Department of Labor and Employment
DRRM	-	Disaster risk reduction and management
DSWD	-	Department of Social Welfare and Development
ELA	-	Executive-Legislative Agenda
ET	-	Evaluation Team
FGD	-	Focus group discussion
GAD	-	Gender and Development
GIDA	-	Geographically isolated and disadvantaged area
GMPC	-	Garita, Mapili, Paga and Cubay Farmers' Association
HS	-	High School
HOF	-	House of Families
ICT	-	Information and communication technology
ICWF	-	Iloilo Children's Welfare Foundation
IE	-	Impact Evaluation
IH	-	In-House
IPCPC	-	Iloilo Provincial Council for the Protection of Children
IRA	-	Internal Revenue Allotment
IT	-	Information technology

KEG	- Key employment generators
KII	- Key informant interview
LCPC	- Local Council for the Protection of Children
LGC	- Local Government Code of 1991
LGU	- Local government unit
MSWDO	- Municipal Social Welfare and Development Office
NEDA-SDC	- National Economic and Development Authority – Social Development Committee
NGO	- Non-government organization
NYC	- National Youth Commission
OSAEC	- Online sexual abuse and exploitation of children
PB	- Punong Barangay
PCNC	- Philippine Council for NGO Certification
PDPFP	- Provincial Development and Physical Framework Plan
PIDS	- Philippine Institute of Development Studies
PL	- Parent Leaders
PNP	- Philippine National Police
PO	- People’s organizations
POPCOM	- Commission on Population and Development
PPA	- Programs, projects, and activities
PSA	- Philippine Statistics Authority
PTSD	- Post-traumatic stress disorder
PWD	- Persons with disability
RDC	- Regional Development Council
RDP	- Regional Development Plan
RP	- Rehabilitation Program
SC	- Senior citizen
SDG	- Sustainable development goals
SEC	- Securities and Exchange Commission
SK	- Sangguniang Kabataan
TAYO	- Ten Outstanding Youth Organizations
TESDA	- Technical Education and Skills Development Authority
TOR	- Terms of Reference
TVET	- Technical and Vocational Education and Training
UNICEF	- United Nations Children’s Fund
UPV	- University of the Philippines Visayas
UPV-REB	- University of the Philippines Visayas - Research Ethics Board
VAWC	- Violence against women and children
VCC	- Voice of CAMELEON’s Children
WCPD	- Women and Children’s Protection Desk

1. OVERVIEW OF THE IMPACT EVALUATION

1.1. Brief project background

Since 2016, the Agence Française de Développement (AFD) has supported the implementation of a multi-phased child protection program in the Western Visayas Region in central Philippines, jointly undertaken by the Association CAMELEON France (ACF) and CAMELEON Association, Inc. of the Philippines (CAMELEON). The program is currently on its second Phase, covering the period between 2019 to 2022. CAMELEON leads the program implementation on the ground while ACF provides supervisory and technical backstopping support. Overall, the Phase 2 Program provides social welfare services to survivors of abuse, and socio-economically disadvantaged children. Its core focus is the protection, care, and rehabilitation of sexually abused girls, complemented with community development and advocacy strategies. Collectively, these strategies offer a holistic package of child protection service for intended beneficiaries.

The Phase 2 Program entitled **Combating Sexual Abuse against Minors – Protection, Care and Reintegration of Girls Victims of Sexual Abuse in the Philippines** (referred to as the Program in other sections of this report) envisages to reduce to zero the cases of sexually abused girls in Western Visayas. It builds on the gains of the Phase 1 Program and expands the constituency of support for child protection by fostering stronger linkages with families, communities, government agencies and non-government organizations (NGOs). AFD is expected to underwrite the Program's third phase when Phase 2 closes.

CAMELEON uses a three-pronged framework for child protection that includes the Rehabilitation, Community Development, and Advocacy Programs. The intent of this framework is clearly aligned with its vision and mission.

The primary goal of the Rehabilitation Program (RP) is to heal survivors of sexual abuse through the organization's Residential Care (or In-House) and Post-Residential Care (or After-Care) programs. The In-House (IH) program provides a set of interventions (e.g., basic needs, health, psychotherapeutic, and legal assistance) customized according to the girls' situation and needs. Once admitted, girl survivors of abuse stay in the IH program for at least three years. They are transitioned into the After-Care (AC) modality once they are assessed ready for reintegration into the wider community. Concomitantly, measures are taken to make the girls' homes safer through parenting skills training as part of reintegration preparation. AC prepares the beneficiaries for independent living.

The Community Development Program (CDP) extends educational assistance, livelihood skills training and empowerment activities to socio-economically disadvantaged students and their families. The goal of the CDP is to build the capacity

of beneficiaries to become agents of change as they cultivate a community safe for children's growth and development. CDP supports poor families to chart better futures through (a) a scholarship program that prepares qualified students to take on productive roles after they earn their degrees, (b) family empowerment initiatives to make intra-household relations conducive for child development, and (c) livelihood programs that expand the skill set of parents.

The Advocacy Program (AP) runs advocacy campaigns, information drives and lectures on child rights and welfare. It serves as a mechanism to prevent and intervene early against child abuse. Child- and youth-led groups stand at the forefront of the AP through the Voice of CAMELEON's Children (VCC), and the CAMELEON Youth Health Advocates (CYHA). AP involves lobby work to improve laws, regulations, standards, and practices for the protection of children and their rights.

The Phase 2 Program was designed with three major objectives in mind: (a) to provide care and protection to 180 young girl-survivors of sexual abuse for them to become actors of change and to prepare them for sustainable reintegration and autonomy, (b) to support the education of 300 socio-economically disadvantaged students, their families, communities and local institutions in the fight against sexual abuse and the promotion of children's rights, and (c) to enable the efficient local management and good governance of CAMELEON in order to promote the fundamental values of responsibility, dignity, courage and commitment. The third objective comes with the expectation that CAMELEON will have to fund at least 30% of its programs and operations from local sources.

Through the years, CAMELEON has drawn the support and recognition of foreign donors and governments, but it also started engaging local stakeholders from the government, private businesses and individuals, and local NGOs in funding its operations. Beyond resource mobilization and sharing, active engagement with local partners also underscore the value of multi-stakeholdership in child protection. It stands to reason that child protection is a critical societal function that duty bearers must collectively and earnestly pursue. CAMELEON sees the fundamental need to forge partnerships with local organizations as it demonstrates a working formula, honed through years of experience, for social services provision with child sexual abuse prevention and care for abuse survivors at its core. Achieving this requires close examination which this Impact Evaluation (IE) study hopes to sufficiently render.

While CAMELEON's initiatives are relevant and timely, it is situated in a constantly evolving context that demands adaptive responses. Information technology, economic globalization, shifting political regimes, the pandemic, and climate change, among others, are producing new issues and challenges, usually at the expense of the poor and vulnerable groups. Communities at the margins oftentimes bear the brunt of these changes. CAMELEON, given its mandate, needs to respond. This response can be used as guideposts for prospective programs that aim for inclusion, empowerment, and sustainability.

1.2. Purpose of the Impact Evaluation

CAMELEON contracted the services of an Evaluation Team (ET) composed of personnel from UP Visayas, through the University of the Philippines Visayas Foundation, Inc., which serves as the project holder, to undertake the IE of the **Combating Sexual Abuse against Minors – Protection, Care and Reintegration of Girls Victims of Sexual Abuse in the Philippines**. The Terms of Reference (TOR) for this IE (see Appendix A) provides the following objectives:

1. To determine the impact of the capitalization of CAMELEON's prevention and awareness actions on families, communities, public partners, and local institutions and on the liberalization of the victims' voice, better care of victims, reduction of cases of sexual violence, and training of actors, among others;
2. To evaluate whether the current partnerships and the involvement of former beneficiaries, different local actors (public) and Youth Ambassadors contribute to the achievement of the project's objectives, conduct an evaluation on their strengthening through the project, make recommendations for improvement or establish new partnerships;
3. To determine the assumptions and factors that facilitate or hinder effective, efficient, sustainable, and durable implementation and monitoring of the project; and,
4. To assess the governance, institutional and operational capacities of CAMELEON and its key stakeholders to enable the continuity of the project and the possibility of replicating it in other regions in the Philippines.

1.3. Evaluation approach and methodology

The IE employed a combination of quantitative and qualitative methodologies in generating data and rendering analysis. The detailed explanation on the approach and methodology utilized in this IE was discussed in the approved Methodological Notes. Compliance to research ethical standards was certified by the University of the Philippines Visayas - Research Ethics Board (UPV-REB).

Survey was used as the data gathering tool for the quantitative part of the IE (see Appendix B) to gauge the perceived impacts of the RP and CDP. It involved the participation of reintegrated survivors and scholars under the CDP. The survey instrument was posted on Google to facilitate online or remote access, a key consideration given the challenges of face-to-face interaction on account of the COVID-19 pandemic. Survey intended to reach a larger number of samples, particularly of reintegrated survivors who are located all over Region VI.

The tools used to generate qualitative data were focus group discussions (FGD) and key informant interviews (KII) (see Appendix C). The bases for the guide questions included project documents made available by CAMELEON to the ET, and relevant

academic literature. Separate focus groups were carried out for CAMELEON employees, Parent Leaders, members of VCC, members of CYHA and scholars (two groups). The ET reached out to members of the CAMELEON Board of Trustees (BOT), the Executive Director (ED), employees, NGO and agency partners, and other reintegrated survivors of abuse for KII. Table 1 summarize the number of respondents for each type of data collection activity. Respective profiles of participants are shown in the Results Section.

For adult RP alumni, random sampling was used to select potential online survey respondents and their replacements for the required sample size of 39. Once the replacements were exhausted (with 69% response rate), the team decided to supplement the data by personally interviewing alumni. The selection was purposively done due to limited data collection period, the team managed to interview an additional 25 RP alumni in one week. The criteria for selecting these participants include:

- Must be 18 years old at the time of the interview;
- Reintegrated back to the community at the time of the interview; and
- Willing and available to participate in the interview via Messenger, ZOOM, or telephone/mobile call.

Purposive sampling were also conducted for CAMELEON employees, community partners, et. al. using the following broad criteria:

- Must be 18 years old at the time of the interview;
- Have been involved in CAMELEON's RP, AP, CDP related activities; and
- Willing and available to participate in the interview via Messenger, ZOOM, or telephone/mobile call.

Table 1. Summary of respondent groups across data collection techniques and actual samples.

Respondent group	Data collection technique	Actual number of respondents
Rehabilitation Program	Survey	27
	Key informant interview (KII)	25
	Sub-total	52
Community Development Program	Survey	46
	Focus group discussion (FGD)	24
	Key informant interview (KII)	10
	Sub-total	80
Advocacy Program	Focus group discussion (FGD)	19
	Key informant interview (KII)	6
	Sub-total	24
CAMELEON employees	Focus group discussion (FGD)	27
Other stakeholders (ACF, BOT Members, employees, former employees, government, and non-government partners)	Key informant interview (KII)	12
TOTAL		195

The survey questionnaire was translated from English to Hiligaynon for ease of comprehension, particularly for non-proficient users of the English language. The English and Hiligaynon versions were pre-tested for comprehensibility prior to online posting, although both versions were eventually posted. Clear instructions were given to respondents to submit only one response. Survey results were tabulated using MS Excel to generate the frequency distribution of survey responses. Means and frequency distributions were included in the discussion.

Guide questions for the FGD and KII were also translated from English to Hiligaynon although mixed versions (depending on the facilitator and participant) were administered to participants. Sessions were also recorded. For KII with the RP alumni, interviews were conducted via ZOOM, Google Meet, and a phone call. They were subsequently transcribed and coded, and presented as qualitative data in the discussion.

Observational data contributed to the processing and interpretation of results. The researchers' visits to CAMELEON centers and interaction with the staff and beneficiaries have generated observational data shared among team members. Observational data is commonly used in the process of knowledge production in participatory and qualitative research.

Primary field data were supplemented by information derived from documents made available to the ET.

1.4. Evaluation framework

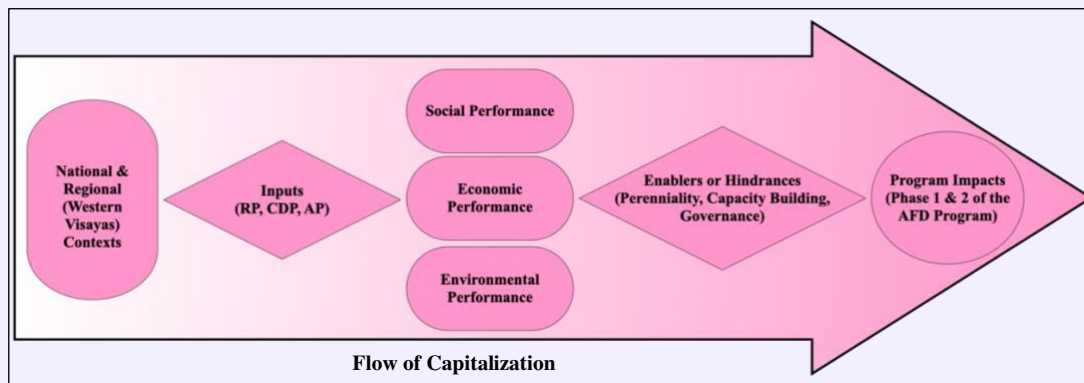
Following the TOR, this IE examined key aspects of capitalization to determine the impact of the Program particularly in terms of combatting sexual abuse against underage girls in Western Visayas. These aspects include perennality, governance and capacity building that are built into the three-pronged framework for child protection. Capitalization refers to monetary (e.g., funds and sponsorships) and non-monetary terms (e.g., fix assets and infrastructures) that underwrite Program operations. The Flow of Capitalization (Figure 1) illustrates how Phase 2 initiatives have addressed the gaps in protective services delivery for girls survivors of sexual abuse in the Program area.

A diagnosis and contextual analysis helped in identifying the activities and defining the targets for Phase 2. The analysis revealed that child sexual abuse is a prevalent and largely unaddressed problem in the Philippines. CAMELEON identified three risk factors that put young girls at risk of sexual abuse: political, cultural, and economic.

In the realm of politics, CAMELEON criticized the national leadership for actions and decisions that seemed to create a permissive climate for sexual assault and abuse, especially in the war against drugs and insurgency that put many children, women, and vulnerable families at the crossfire. Extrajudicial killings and initiatives that support corporal punishment and suggest lowering the age of sexual consent and criminality were few of the many political challenges that CAMELEON contended with as it set

out for Phase 2. Exacerbating these concerns are technical and resource shortfalls among government agencies and local government units mandated to deliver protective services. The lack of reliable and transparent statistics on cases of sexual abuse that could provide objective basis for policy and programs was noted as one of the most fundamental concerns.

Figure 1. Analytical framework of the Impact Evaluation.



Culturally, CAMELEON explained that the persistence of sexual abuse is rooted from the prevailing cultural imperative that interprets it as taboo, a concern that must remain in the “private sphere” or “resolved” within the family. Cultural norms dictate that cases or incidents of sexual abuse should not be reported to authorities or disclosed in public. Shame and stigmatization make silence as the viable option for many victims, compelling them to deal with the pain and trauma without the benefit of professional intervention. As a result, they become vulnerable to more attacks.

In the economic realm, CAMELEON underscored poverty as an aggravating factor, driving many households to de-prioritize children’s welfare. In the program area, CAMELEON noted the usual practice of poor families of recruiting child labor for farm work or forcing children to quit school to find work to tide survival challenges. Poverty upends the normative family structure as parents undertake productive activities away from home, leaving children under the authority relatives or neighbors who would turn out to be their perpetrators.

CAMELEON also recognized the risk factors that could potentially ensue from climate-related disasters. Unfortunately, prevailing adaptive and risk reduction practices, i.e., typhoon preparedness and flood mitigation, tended to be hazard-focused. Substantial work is still needed to make disaster risk reduction and climate change adaptation programs in the Philippines, particularly at the local level, child-sensitive.

CAMELEON crafted its three-pronged framework strategy to address the above-mentioned contextual issues. Activities and targets under the RP, CDP, and AP were assembled to respond, mitigate, and prevent cases of abuse. Accordingly, it forwarded a series of indicators to help track progress and accomplishments.

Economic and financial indicators refer to expected and actual project costs, and other financial arrangements in project implementation. Social performance indicators relate to the promotion of beneficial social impacts such as social equity, justice, respect, and protection of children's rights, and the like. Environmental performance indicators are viewed as key elements used to understand sustainability of interventions particularly its management systems.

These indicators are taken collectively to meet the research objectives of this IE. Below are the operational definitions of key concepts adjusted based on the ET's experience in implementing this IE:

- | | |
|--|---|
| <i>Impacts</i> | - Refers to the resulting outcomes of CAMELEON's three-pronged intervention that can be quantified or qualified as magnitude of changes attributable to the intervention. |
| <i>Economic & financial performance</i> | - Refers to the judicious use of program resources secured as commitments from funders and donors including counterpart support from partner LGUs. |
| <i>Social performance</i> | - Refers to the process undertaken for program implementation to accomplish targets and objectives in the realms of rehabilitation, community development and advocacy, while cultivating a culture of safety in families and communities so that children's rights are protected, and their needs served. |
| <i>Environmental performance</i> | - Refers to the way by which the program has been foregrounded as an entry point for addressing the broader development realities of Western Visayas and the Philippines with the recognition of the relevance of program outcomes to recognized international norms including participatory development, inclusivity, resilience, and sustainable development. |
| <i>Perenniality</i> | - Refers to measures/interventions designed to: (a) expand the constituency of support social protection (through prevention, healing, and reconstruction), specifically targeting abused and mistreated children using participatory mechanisms; (b) institutionalize program activities through formal integration into partner programs, plans and policies; and (c) sustain CAMELEON-initiated programs through active pursuit of robust network of local and international partners. It might be an enabler or hindrance to the attainment of project impacts. |

Capacity building

- At the program level, this refers to activities carried out to enhance community and stakeholder capacities for social protection and improve organizational capability to deliver program commitments to local partners and donors. At the organizational level, it involves human resource development investments for skills development needed to deliver program commitments and achieve targets. At the community level, it entails education and training to improve capacities for prevention, rehabilitation, re-integration, and enforcement.

Relates to the process that involves developing appropriate skills and development that CAMELEON and its beneficiaries need to achieve project outcomes.

Governance

- Internal to CAMELEON, this refers to management systems and operational procedures established to ensure the clarity of the organization's motivation, purpose, and stability in delivering program outcomes. Within context of community partners, it is the process of making decisions and actions, involving different stakeholders, to guarantee service delivery and protection of rights in accordance with the local government code.

1.5. Limitations of the Impact Evaluation

Utmost caution is required when interpreting the results of this IE. There are methodological factors considered here as limitations of this IE. Firstly, for the survey the use of an online survey platform (Google forms) might have limited the sample to respondents who have access to the Internet. Some of the potential respondents, for various reasons, might not have easy and stable access to the internet.

Secondly, participation in this IE is based on a purely voluntary basis as part of good research practice. Despite the repeated invitation to participate and the support of CAMELEON in recruiting the participants, the response rate of in the survey (e.g., 69% for RP alumni survey) might be attributed to the combination of factors such as the voluntary nature of this IE; no or poor Internet connection; the invitation may have not reached them on time (i.e., data collection period). In practice, the response rate from the IE conducted is much higher than other social science survey that ranged from 12.5% to 30% (Fox et al., 1998). There were no difficulty in recruitment for other stakeholders for group and individual interviews (e.g., scholars, employees, BOD, et. al), aside from those whose contact details were not updated or unresponsive to calls or texts from the research team.

Thirdly, data collection occurred after the respondents have been part of the programs. As a result, there might be a recall bias of the programs where interventions provided may have changed through time.

Field conditions (e.g., geographic spread of target participants, poor network coverage, extensive flooding, and national elections) and the exigency of time (condensed study time frame) affected the data gathering process, particularly for survey, requiring the team to adjust. Random selection of participants was suspended and shifted to purposive sampling, given below 100% response, even when survey questions were posted online via Google Forms to facilitate remote access. CAMELEON Rehabilitation Program staff assisted in reaching out to these alumni and other beneficiaries. Online surveys ran initially for two weeks and extended for another two purposely to reach more respondents.

Key informant interviews (KII) and community visits supplemented the survey generated data. The research team undertook these methodologies stating 31 March 2022 until 17 May 2022. Seven (7) site visits were carried out across the program area for coordination and secondary and primary data gathering. Although field data gathering was capped on 17 May 2022, communication lines stayed open between the research team and CAMELEON staff for follow throughs and clarificatory matters.

Possible mis-representation of sample gathered have been addressed with using mixed methods approach, supplementing additional respondents, asking similar questions (especially on impacts) and verifying responses (i.e., matching of responses across stakeholders), follow-up interviews, and use of triangulation. The wide-array of challenges and problems discussed in this IE are proof that the team somewhat minimized the possible under-coverage or mis-representation biases.

Ideally, impact evaluations assign a causality to specific interventions for observed changes in selected indicators of outcomes. The basic challenge is to establish how the beneficiaries of an intervention would have fared in the absence of the intervention. The impact is measured by the difference between the observed outcome and the counterfactual outcome. Given the absence of the baseline data that define the conditions in the program area when Phase 1 started, the team opted to undertake a programmatic evaluation using the Logical Framework (Log Frame) approach. Additionally, only the Log Frame for Phase 2 is available. As such, this IE uses the Phase 2 program indicators to describe the inputs, activities, and outcomes. Accordingly, program achievements were evaluated by assessing the state of progress against the planned inputs, activities, and outcomes at given times as specified in the Program design.

1.6. Structure of the report

This report contains the IE findings based on quantitative and qualitative methodologies as laid down in subsection 1.3. The report is divided into four (4) major sections, namely: Overview, Findings, Analysis and Recommendations.

Section 1 (Overview) of the report introduces the background, purpose, approach and methodology, framework, and limitations of the IE. A key component of this section explains the strategy undertaken by the ET to compile and generate data from primary and secondary sources while also complying with prescribed ethics and standards. Sanley Abila and Cheryl Joy Fernandez-Abila wrote this section.

Section 2 (Findings) serves as the report's centerpiece. It is divided into four (4) subsections that correspond to the major Program components evaluated. *Subsection 2.1* highlights the results of the Rehabilitation Program, the core program of Phase 2. Using survey and key informant interviews, RP presents the evidence of transformation of girl survivors of abuse through CAMELEON's holistic rehabilitation intervention. Sanley Abila and Cheryl Joy Fernandez-Abila worked on this subsection.

Subsection 2.2 presents the accomplishments of the Community Development Program, CAMELEON's mitigative strategy for child abuse. Data generated to expound this program came from CDP scholars, CDP alumni, parents, barangay and LGU officials who agreed to share their experiences and thoughts through survey, focus group discussions and key informant interviews. Using additional data gathered from reports and documents, CDP describes the impact of the program to poor children and their parents and to the community. Jorge Ebay wrote this subsection.

Subsection 2.3, also written by Jorge Ebay, highlights the results of the Advocacy Program, CAMELEON's child abuse prevention strategy. The organization believes that a wider and stronger constituency of support can be created through awareness building and education campaigns, most especially if these are led by children and youth. Children and youth advocates joined the focus groups and key informant interviews to share their advocacy experiences. Their sharing were supplemented by available data and reports compiled.

Subsection 2.4 discusses Organizational Governance concerns, focusing on six key subject areas including governance and legal structure, financial management, administration, human resource management, program management and performance and organizational management and sustainability. Nicanor Babiera and Jorge Ebay teamed up to write this subsection.

Following the Evaluation Framework shown in Figure 1, Jorge Ebay and Nicanor Babiera came up with **Section 3 (Analysis)**. Based on their assigned sections, the four writers contributed their notes for **Section 4 (Recommendations)**.

2. FINDINGS: MAPPING THE IMPACT OF CAMELEON'S CAPITALIZATION

CAMELEON's long-standing child protection work in Western Visayas is a key pillar in the implementation of the Phase 2 Program and accomplishing target objectives and outcomes. Overall, the IE finds that CAMELEON's three-pronged strategy to child protection is highly relevant and responsive in the context of Western Visayas where cases of sexual abuse and violence against children remain underreported and unaddressed. While Phase 2's overall goal to reduce to zero the cases of child sexual abuse was not achieved, CAMELEON's three-pronged intervention, in terms of impact and based on survey, FGD, KII and review of documents, has instituted important changes leading to (a) the transformation of 181 girl survivors of sexual abuse, (b) improved access to welfare services of at least 300 socio-economically disadvantaged scholars and their families annually, and (c) enhanced public awareness of sexual abuse against children and reform of a national policy related to child protection. Generally, the program strategy appears stable but changing global and local contexts must put the organization on alert for emergent issues and challenges that may require it to modify or alter the prospective implementation design and strategies, or review organizational mandates, systems, and processes. Table 2 summarizes the results of the Phase 2 Program as designed.

Table 2. Phase 2 Program objectives, intervention logic, and results.

Objectives	Intervention Logic	Results
General Objective	Zero sexual abuse against minors in Region VI of the Western Visayas	In 2021, the Regional Office of the Philippine National Police reported a total of 199 sexual abuse cases in Region VI.
Specific Objective 1	Young girls who are victims of sexual abuse are cared for, protected, cared for, and reintegrated in a sustainable way in order to become autonomous and responsible.	Served the rehabilitation, recovery and reintegration needs of 181 girl sexual abuse survivors from 2016 to 2021 staying in foster homes, the CAMELEON Dormitory, boarding houses and their biological families.
Sub-Specific Objective 1.1	Young girls who are victims of sexual abuse are protected, treated, and cared for in CAMELEON centers.	Average of 50 girls admitted in the program every year before the Silay City center was added. After the new center was opened in 2019, the intake to the RP was increased to about 70-80 girls. All girls undergo holistic care.
Sub-specific objective 1.2	90% of young girls who are victims of sexual abuse have achieved their goals, reduced their trauma, improved their general well-being, and seek justice.	100% of RP alumni who answered the online survey reported that CAMELEON has positively impacted their lives, in various ways 100% of RP alumni interviewed shared that CAMELEON is instrumental to their transition from being victims to survivors
Sub-Specific Objective 1.3	The girls are reintegrated into their respective families and are followed	Served the rehabilitation, recovery and reintegration needs of 181 girl sexual abuse survivors from 2016 to 2021 including 33 in

Objectives	Intervention Logic	Results
	up under the CAMELEON care programme.	foster homes, 69 in the Cameleon Dormitory; 58 in boarding houses and 21 in biological families.
Specific Objective 2	Local communities and institutions are sensitized and actively involved in the fight against sexual abuse against children and promotion of children's rights.	232 local communities and institutions reached between 2016 to 2020 including 82 from the government, 67 from private organizations, 35 local individuals, 19 foreign individuals, 19 corporate sponsors and 10 media partners
Sub-Specific Objective 2.1	Child and Youth Ambassadors committed to the fight against sexual abuse against children and the defense of children's rights	- The VCC and CYHA made big waves in their advocacy activities reaching national (Philippine Congress) and international (United Nations) platforms 14% of scholars are members of CAMELEON Youth Advocates while 12% of them were chosen as Sangguniang Kabataan (SK) - Scholars advocates lead in efforts to enhance child protection campaigns in the community that touch on issues related to child sexual abuse and reproductive health, among others
Sub-Specific objective 2.2	Partner government units are actively working to combat sexual abuse against children.	Worked with 32 LGUs including 1 barangay LGU, 7 City LGUs, 4 Provincial LGUs and 20 Municipal LGUs but level and scope of involvement need review and refresh
Sub-Specific Objective 2.3	Strengthening alliances and partnerships for public awareness of legislation and policies to combat sexual abuse against children	- Memberships with the Regional Development Council - Social Sector Committee, Provincial Development Council, Municipal/City Development Councils; Regional Gender and Development Council of RDC Region VI, UGSAD Regional Center for Women; Civil Society Coalition on the Convention of the Rights of the Child - Accredited by the DSWD and the Philippine Council for NGO Certification
Sub-Specific Objective 2.4	Sponsored children/youth with basic education and full higher education are able to contribute significantly to their communities as professionals	- Graduates are observed to have uplifted the economic status of their families through gainful employment - CDP alumni gave back to their communities through professional services, donations, volunteerism, and leadership in the implementation of community activities. - Scholarship support enabled beneficiaries to perform well in school and serve as examples for emulation of other students in the community and in school
Sub-Specific Objective 2.5	Families are empowered to raise, protect, and nurture their children.	830 individuals reached through livelihood and financial literacy activities and various family empowerment sessions

Objectives	Intervention Logic	Results
		• Livelihood activities improved income generation capacities of families • COMSCA improved the capacities of members to handle household finances without forgoing savings • Livelihood and family empowerment are presented as complementary and sequential strategies to address the twin challenge of poverty including deprivation and weakening of the family as building block of social protection • The CAMELEON effect is apparent in the personal and relational transformations experienced by scholars and parents
Sub-Specific Objective 2.6	Children and families are actively involved in the protection of children (or the fight against child sexual abuse).	• 4651 parents/children provided with trainings and capacity building for protection of children • Parents leaders served as eyes and ears of the community when it comes to matters of child protection • Scholars volunteer time and effort to advocate for child protection and participate in campaigns to combat child sexual abuse • Children and families are sensitized on gender relations, child rights and social protection issues and concerns.
Specific Objective 3	An efficient management and the good governance of the association allow the fundamental values of responsibility, dignity, and courage and commitment to be conveyed.	• Cameleon Operations Manual Residential and After Care are well established from entry of the child to re-integration to the community. • Organizational values and systems and procedures on individual tasks/responsibilities are well installed • Limited practice of levels of interfacing and complementation with other stakeholders. Mostly done by the ED • Project/Program Monitoring and Evaluation system not installed per program • Limited motivations both intrinsic and extrinsic
Sub-Specific Objective 3.1	Comprehensive and appropriate financial training is provided in a timely manner	• Staff training related to financial training is embedded in the organizational manual (pp. 27-32), putting the Executive Director, Finance Officer and Accountant/Staff with cash management responsibilities • At the field level - provision of Community Managed Savings and Credit Trainings were provided to 120 beneficiaries
Sub-Specific Objective 3.2	Staff productivity and skills are enhanced through the development of staff training	• 4 types of staff development training were reflected in the Annual report of 2020 to include modules on Mental Health, Self - Assertiveness Training, Self-Care Training and ENNEAGRAM Personality Workshop

Objectives	Intervention Logic	Results
Sub-Specific Objective 3.3	ADMINISTRATION: Effective management and good governance are in place	• With latest organizational structure but not supported organizational and operations manual • Hierarchy and levels of management not much established to include the definition of the top management, middle management and lower level management
Sub-Specific Objective 3.4	The mission, actions and advocacy of the association are promoted at local and national levels for a better visibility.	• Mission actions and advocacies have been accomplished since 2016 to 2021 151 LGUs covered, 42 schools, 883 lectures/symposia conducted with 4933 attendees • Activities are carried out as need arises outside of regular institutional programming
Sub-Specific Objective 3.5	Ensure sustainability by strengthening the financial capacity of the association and intensifying local fundraising efforts	• 232 identified sponsors or partners but participation and involvement not institutionalized • the average local resources generation from 2016 to 2020 is registered at 10.5% only

The Phase 2 Program Log Frame identifies the targets and indicators used by CAMELEON to monitor the progress of implementation. This IE looks into these targets and indicators and uses them to gauge the quantitative progress of the Program. The qualitative manifestations of this progress are derived from empirical data generated from the survey, focus groups and key informant interviews. The experiences and reflections shared by program beneficiaries, CAMELEON's staff, and partners demonstrate the qualitative accomplishments shown in the Log Frame. Accordingly, they were taken together to constitute the impacts of the Phase 2 Program.

The following sections attempt to capture the impacts of capitalization of the three programs of CAMELEON on Rehabilitation, Community Development, and Advocacy. Since a separate evaluation has been carried out to assess the program impacts to In-House girls, the experiences of reintegrated girls and other stakeholders are featured in this report.

2.1. Perceived impacts of the Rehabilitation Program

***Key Result 1:** There is evidence of a transformation of survivors of abuse to healthy reintegrated citizens but care is relatively expensive and search for justice for these survivors remains challenging.*

The Rehabilitation Program (RP) remains the center-piece program of CAMELEON. The wider community in Region VI acknowledges the importance and impact of the RP, and this is widely shared among the partners and network of CAMELEON. The RP is anchored to a holistic approach of childcare and based on international conventions on children's rights as well as Philippine laws on child protection. This section reviews two aspects of the RP, namely the In-house Residential Care, and the "After Care" strategy.

a. In-house Residential Care or IH

As described in CAMELEON's Manual of Operations for Residential and After Care (hereinafter referred to as Residential and After Care Manual), the IH aims to address the negative effects of child abuse and neglect based on a holistic approach of care. The broad strategy for IH is the rehabilitation of young girls (aged 5-18) who are survivors of child sexual abuse, and to promote and safeguard a positive reintegration to their families (when possible) and to the wider community. According to the Residential and After Care Manual, the RP's IH and After Care strategies are based on Danilo Ponce's model of Caring, Healing, and Teaching (CHT).

The CHT are interconnected though each has its own respective goals. According to the Residential and After Care Manual, the following CHT goals are described and explained:

Caring goals refer to the provisions of basic needs to the beneficiaries, as important the conditions for "basic sense of security, certainty, continuity, and predictability" based on daily home-like routines "to enable each girl/child to acquire sense of control over themselves, others, and the world" in an environment sensitive to each child's rehabilitative and developmental context. These caring goals are "safety and security" of the beneficiaries. Simulating as well as cultivating a normal household, the strategies and structures in place inculcate the values of safety and security as well as responsibility, discipline, and cooperation among the beneficiaries while they heal.

Healing goals are achieved by providing the survivors with therapeutic care for their physical, psychological, social, and spiritual needs due to trauma, distress, disability, dysfunction and/or other disorders. The therapeutic care is sensitive to their respective developmental needs and contexts. Broadly, the goals are encapsulated in the concept of "achieving well-ness" with its various aspects. Consistent with the broad healing goal of a good well-being, psychosocial interventions are provided, which involves individualized treatments for each girl that covers psychiatric and psychological evaluations and counseling. Individual and group activities for self-expression such as verbal communication, drawing, writing of poems and stories are viewed as essential in recovery from trauma. Clearly, the mental health of the girls were improved through daily routines and provisions of regular interventions as evidenced by CAMELEON's 2018 impact evaluation study. In that study and from interview data in this IE, it was found out that other psychosocial practices such as psychoeducation, group prayers, guided reflections, meditation, catechism, attending religious service (or mass), and spiritual retreats were helpful in recovery as well as in the children's self-discovery. All these activities were supervised and monitored by social workers, housemothers, counselors, psychologists, and psychiatrists.

Part of the healing goals are sports and circus. These were viewed as fundamental in the rehabilitation of the survivors since CAMELEON started its operations. These activities provided avenues for self-expression and tension release due to trauma, hostility and/or depression. Circus has been well integrated into the RP because the various athletic routines provided the beneficiaries not only an outlet for self-

expression or learning discipline but for the beneficiaries it gave opportunities to be part of circus performances. Sports activities are also integral in any educational programs. In CAMELEON, the beneficiaries enjoy volleyball, basketball, taekwondo, taekondo, badminton, biking, swimming, dancing, wall climbing and many more. Though COVID-19 has affected these activities, the beneficiaries were still encouraged to engage in these but taking into consideration health and safety protocols.

Teaching goals mean the support CAMELEON provides so that various competencies (knowledge and skills) as well as attitudes are developed in the beneficiaries through formal and informal educational and training experiences. It is believed that the different types of social and technical competencies the beneficiaries learn to master are also specific age-appropriate through “life tasks.”

Documents and interview data indicate that CAMELEON provides both formal and informal education to all beneficiaries at various educational levels: basic education (elementary, junior, and senior high schools), special education program, vocational, college, and even postgraduate studies for some. In September 2021, CAMELEON implemented its “Job Placement Strategy” to assist the beneficiaries of the RP who are ready for either on-the-job or apprenticeship training or for the labor market. This strategy includes partnerships with public and private organizations who might be able to provide vocational and other job-related training for the beneficiaries.

Overall, the educational support CAMELEON provides is intended not only to enhance the literacy of the girls but to improve their educational status, self-esteem, self-worth, and real potential to gain employment upon their graduation. Aside from the usual tuition fee support, the housemothers, social workers, volunteers, or staff also provided school-work related assistance such as but not limited to tutorials and progress monitoring, especially during this pandemic.

Provision of legal assistance as part of seeking justice for the beneficiaries is an integral component of the program. It covers facilitation and assistance in the processing of court cases, including this pandemic. Legal support provided by CAMELEON involves briefing and debriefing of the girls before, during and after court hearings. Moreover, local social workers give legal updates to the girls and their families. This assistance is extended to beneficiaries who are in the After Care phase.

There is no doubt, though, that the pandemic has affected the implementation of the RP, and for the girls the experiences of this program. For example, and just like any other basic education student world-wide, the education of the girls attending basic education (elementary to senior high school) was collectively impacted by the pandemic due to mobility policies where face-to-face classes were suspended since March 2020.

b. After-care strategy

The After Care was developed to sustain the recovery of the girls from the IH program. In this strategy, the girls are reintegrated either with their biological family, foster

family, or they stay in the dormitory/boarding house. While in their independent living, the girls are provided with the following: (1) educational support, (2) psychosocial support, (3) capability building training, (4) legal support, and (5) monitoring and follow ups. This package of intervention will enhance their ability to cope with life's realities as they transition from the “safe haven” provided during the IH phase to a much more complex situation when they are re-integrated to the wider community.

For those continuing their education, CAMELEON continues to support the girls when they “graduate” from the IH stage to the After Care phase. The support covers expenses such as school fees, school projects/supplies, transportation, boarding house rentals, food allowance, health and safety kits and tips for COVID-19, and many more. Beneficiaries of the After Care phase are also supported by the Job Placement officer of CAMELEON (the job placement strategy was described above).

Psychological support remains while they are in this phase of the RP. Psychological sessions are given to the girls on a regular basis for those taking maintenance medications. Though constrained in the last two years by the current pandemic, other assistance are offered, such as sports and recreational activities, group sessions/fellowships, and other psychosocial activities.

The beneficiaries continue to receive support through capacity building training during this stage. Aside from the usual skills training (e.g., beauty culture, cooking, computer literacy, etc.), girls are also encouraged to join educational exposure trips and on-the-job training (mostly before the pandemic). In addition, seminars on effective parenthood were also conducted to the parents of the beneficiaries that will help address conflicts and misunderstandings in the family.

Monitoring and evaluation are done through school and/or home visits by CAMELEON's staff. In instances where the place of residence is remotely located, the social workers follow-up the girls and their respective family/guardian via telephone or other means of communication. Surely, the monitoring and evaluation activities were affected by COVID-19, but these activities remain fundamental in the holistic approach of the organization.

There are three major facilities of CAMELEON for the beneficiaries, which are the centers in Passi City, Iloilo City and Silay City in Negros Occidental, respectively. These centers when combined can accommodate (number to be updated) girls coming from various locations in Western Visayas (e.g., Iloilo Province, Negros Occidental, Capiz, Guimaras). Based on CAMELEON's 2021 Annual Report, the total number of girls in the RP is 80 for both the Passi City and Silay City centers. In the same report, the total number of beneficiaries in the After Care phase is 67 for both Iloilo City and Silay City centers. This was confirmed by one CAMELEON staff as the updated number of beneficiaries in the RP as of July 2022, which totals to 153 beneficiaries.

The above review of CAMELEON's RP serves as a context for the presentation and discussion of data gathered in this IE.

From the data collected, three key areas are identified and analyzed: a) review of CAMELEON's RP, its beneficiaries and the RP's capitalization; b) the survey results on the perceived impacts of RP according to the beneficiaries; and c) qualitative findings on the RP broadly summarized in the themes "CAMELEON as safe haven" and "CAMELEON's multifaceted impacts on the lives of its beneficiaries particularly the role of education."

The overall observation on the experiences of reintegrated survivors highlight their transformation from victims to survivors and for some as "life champions". These transformations enable them to grow from pain and trauma and, as they go through life, to break the cycle of sexual violence.

c. RP's beneficiaries and capitalization

The RP serves as CAMELEON's flagship program, which provides comprehensive support to young girl survivors of sexual abuse and their families. This program has two phases: the In-house Care and the After Care. The Residential Care Centers are located in Passi City in Iloilo, and in the recently opened center Silay City in Negros Occidental which broke ground in 2019.

On the average CAMELEON spends PhP120,000.00 for the RP for each beneficiary annually. Based on interviews and related documents, LGUs offer an annual budget counterpart of about PhP10,000.00 per beneficiary to CAMELEON's RP. This data is based on the Memorandum of Understanding (MOUs) with partner local government units (LGUs). This counterpart of the LGUs budget is dedicated to supporting survivors of abuse enrolled in CAMELEON coming from these LGUs. This budget is provided until the beneficiaries complete their rehabilitation. Though, it should be noted that not all LGUs who have expressed their intentions to share in financing the girls have actually provided this support.

d. Perceived RP impacts of according to survey participants

Using a directory provided by CAMELEON, this evaluation reached out to 79 rehabilitation adult alumni who have been reintegrated into the community since 2016. Twenty responded and agreed to be interviewed. Meanwhile, 27 reintegrated survivors answered the online survey (Table 3) in which they were asked to rate their experiences and impacts of CAMELEON programs on their lives and to their families. We only report complete responses to these statements, thus a total of 25 opinions as shown in Table 4 and Table 5.

Table 3. Profile of RP alumni who answered the online survey (n=25).

Characteristics	Frequency (Percentage/ Average)
Age, in years	18 years old - 3 (12 %)
	19 years old - 4 (16%)
	20 years old - 4 (16%)
	21 years old - 4 (16%)
	22 years old - 6 (24%)
	24 years old - 1 (4%)

Characteristics	Frequency (Percentage/ Average)
	Unanswered - 3 (12%) Average age: 20 years old
Highest educational attainment	Elementary Level - 1 (4%) High School Level - 2 (8%) High School Graduate - 7 (28%) College Level - 6 (24%) College Graduate - 1 (4%) Postgraduate Level - 1 (4%) Postgraduate Degree Graduate - 3 (12%) Technical and Vocational Education and Training (TVET) Level - 1 (4%) Technical and Vocational Education and Training (TVET) Graduate - 3 (12%)
Self-reported monthly household income, in PhP*	Below PhP10,957 [Poor] - 22 (88%) P131,484 to P219,140 [High income (but not rich)] - 1 (4%) Unanswered - 2 (8%)

* based on PIDS Household Income Classification

Responses from the nine statements are seen as evidence of significant impacts of CAMELEON's holistic approach. The overall mean score of perceived impacts by reintegrated survivors (4.70) implies a significant positive impact of CAMELEON programs. Top impacts relate to support on parental skills training, overall support of CAMELEON to beneficiaries, assistance or support during the COVID-19 pandemic, sponsor interaction and positive influence of psychosocial interventions to the wellbeing of the survivors. These survey results suggest that the CAMELEON programs are fit for purpose.

Table 4. Perceived impacts of the RP on reintegrated survivors (n=27).

Statements	Mean score	Interpretation
I felt that parenting skills trainings made a significant positive change to my family.	4.78	Significant positive impact of RP
I am grateful to CAMELEON for what I am now.	4.69	Significant positive impact of RP
CAMELEON's support, especially during the pandemic, helped us to get by.	4.63	Significant positive impact of RP
I am generally satisfied with the exchanges and/or emotional support I had with my sponsors.	4.61	Significant positive impact of RP
The psychosocial intervention I received plays an important part of my wellbeing.	4.53	Significant positive impact of RP
The legal support provided by CAMELEON has brought peace of mind and improved my well-being.	4.44	Significant positive impact of RP
CAMELEON's sports and circus therapy allowed me to gain important creativity and life skills.	4.31	Significant positive impact of RP
I am actively participating in various groups or organizations in my community.	4.23	Significant positive impact of RP
Emergency assistance has provided great relief to me and my family.	4.12	Significant positive impact of RP

Adjectival rating (highest 5, lowest 1): Significant positive impact of RP - 3.7 to 5; Presence of some positive impact of RP: 2.4 to 3.69; Insignificant positive impact of RP: 1 to 2.39

Table 5. Frequency distribution of statements relating to the impacts of RP on reintegrated survivors.

Statement	Frequency				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I felt that parenting skills trainings made a significant positive change to my family.	0	0	0	2 (8%)	23 (92%)
I am grateful to CAMELEON for what I am now.	0	0	0	4 (16%)	21 (84%)
CAMELEON's support, especially during the pandemic, helped us to get by.	0	0	0	5 (20%)	20 (80%)
I am generally satisfied with the exchanges and/or emotional support I had with my sponsors.	0	0	0	6 (24%)	19 (67%)
The psychosocial intervention I received plays an important part of my wellbeing.	0	0	0	6 (24%)	19 (67%)
The legal support provided by CAMELEON has brought peace of mind and improved my well-being.	0	0	1 (4%)	6 (24%)	18 (72%)
CAMELEON's sports and circus therapy allowed me to gain important creativity and life skills.	0	0	2 (8%)	5 (20%)	18 (72%)
I am actively participating in various groups or organizations in my community.	0	0	3 (21%)	4 (15%)	18 (72%)
Emergency assistance has provided great relief to me and my family.	0	0	3 (12%)	10 (40%)	12 (48%)

e. Perceived RP impacts according to key informants

This section presents the impacts discussed during the interviews to 25 RP alumni (Table 6). The alumni interviewed were young, the youngest being 18 years old and the oldest 25 years old. Although the majority have not revealed the age during the interview, observations reflect similar age groups to others. In terms of education level, most of those interviewed (60%) were students (either junior or senior high school or undergraduate), while around 16% have already graduated.

Table 6. Profile of RP alumni interviewed (n=25).

Characteristics	Frequency (Percentage)
Age, in years	18 years old - 1 (4%) 19 years old - 2 (8%) 21 years old - 2 (8%) 23 years old - 1 (4%) 25 years old - 1 (4%) 26 years old - 1 (4%) Unanswered - 17 (68%)
Formal education	Junior High School student - 1 (4%) Senior High School student - 4 (16%)

Characteristics	Frequency (Percentage)
	Technical and Vocational Education Training (TVET) student - 1 (4%) Undergraduate student - 9 (36%) Completed Bachelor's or TVET Degree, currently looking for work - 1 (4%) Completed Bachelor's or TVET Degree, currently working - 3 (12%) Unanswered - 6 (24%)
Year of reintegration to the community	2009 - 1 (4%) 2012 - 1 (4%) 2014 - 2 (8%) 2018 - 1 (4%) 2019 - 2 (8%) 2021 - 2 (8%) Unanswered - 16 (64%)

Overall, those who participated in this IE were all in agreement that CAMELEON helped their transformations from the negative experience of abuse to rehabilitated individuals, including the role of education (see direct quotations below). Consistent with the various reports of CAMELEON on the education provided to beneficiaries, the participants communicated consistently that CAMELEON made significant impacts on their personal lives, given the changes they went through. This means that CAMELEON's strategy is perceived as highly effective when it comes to the care and healing process of the survivors.

f. Documentary evidence on the impact of the legal assistance

The legal assistance provided by CAMELEON is one of the key components in its holistic approach. Seeking justice for the sexual abuse of the vulnerable minors in the Philippines through the courts is one of the most challenging tasks that CAMELEON has faced due to many factors. These include poverty vis-à-vis lack of education opportunities, the taboo behind sex crimes within families (e.g., incest), the cultural taboo ascribed to rape where victims are oftentimes blamed, the dominant machismo culture, the insensitive behaviors of some members of the justice system such as lawyers and even judges, and other factors. Though not many, some members of the community of the legal system are either ignorant or insensitive of the delicate and complex nature of child sexual abuse where children might be traumatized more in the legal process (e.g., recalling the incidents of the abuses and having them to present this traumatic experience in public/court). As important, court proceedings in the Philippines are slow and costly. For example, before the pandemic two of the fourteen cases won took about 6 years to complete. Hence, these are confluence of factors that the survivors of abuse who CAMELEON supports have to face in their search for justice.

Based on the January 2022 report of CAMELEON, only 14 legal cases have been won out of the potential 60 or 61 sexual abuse cases that might have been filed in a court of law. As mentioned above, there are many factors in the fight for legal justice for the victims. One of which is the extremely slow legal process, which might have become even slower during this pandemic due to restrictions in the movement of people.

Another matter of concern based on the same report is that fifteen of the potential legal cases have not been formally filed yet to a court of law. There might be few reasons for this such as the unwillingness of victims or their legal guardian especially in cases of incest. Another reason might be that the victim might forgo seeking redress through the courts because she wants to focus her attention on her studies or other matters, she finds important.

However, it is the opinion of this IE that CAMELEON's legal assistance is fundamental in its RP because it might be the duty of the wider community perhaps through CAMELEON and its partners to support survivors of child sexual abuse in their quest of justice. Without CAMELEON's legal assistance with the help of the public and legal community (e.g., Public Attorney's Office), the education and healing process of the survivors would not be complete without seeking justice for crimes committed.

g. Discussion of the qualitative findings

To address the impact of CAMELEON's RP to the lives of the beneficiaries, this section discusses key thematic findings, which are the importance of finding normalcy for the girls through CAMELEON's daily routines in its centers; the significance of communal rules in the daily routines in the centers; the necessity of educating formally and informally the beneficiaries; the safety and the overall care that CAMELEON provides.

The beneficiaries felt that the regular routine and holistic support of CAMELEON's brand of care are instrumental in improving their overall wellbeing. To unpack what this statement means, the following discusses key elements in the regular routine and holistic support system that CAMELEON has established:

- Regular schedule - Household chores, prayers and self-reflection, playing time, learning/studying time, social activities time (e.g., movie nights, sharing stories with fellow beneficiaries, weekend social activities).

It is a commonly accepted truism that various educational and training systems are based on set routines of activities (e.g., daily, educational, or religious routines). Whether from kindergartens to highly specialized training regimes such as the military, religious seminaries or medical profession, clearly communicated and formalized routines are fundamental in the formation (or rehabilitation) of the trainees.

- Rule-based formation including warnings and punishments when violations occur.

Similar to well-known "formation systems" (e.g., religious, medical training, military, etc.), CAMELEON's programs are based on a clearly defined but evolving set of rules intended to meet the organization's objectives and vision. This system is clearly evolving especially with the challenges and changes that

COVID-19 brought to the wider community. It is expected that violations of beneficiaries of CAMELEON's rules have consequences, which are appropriately communicated to the beneficiaries including the minors.

- Support is multi-dimensional - education, psychological- social, financial, legal, life skills, etc.

Relatedly, these formation systems based on regularity of routines include multi-dimensional aspects such as formal education, health, and psycho-social training (including sports, circus, dance, and exercise).

Among those in the know, there is a public perception that CAMELEON and its two centers are seen as “safe havens” given the unimaginable pain and trauma of young girls who survived sexual abuse. As important, the RP includes formal education as primary means to assist the rehabilitation and re-integration of the beneficiaries. The following extracts albeit brief show the views of the young survivors whilst they were housed in CAMELEON:

“I was 13 when I was admitted in the Center, as first year HS, then I left the center for college training at age 17, now I am a BS Agricultural Extension graduate... The training and molding process in the center made me strong as a person “impacted” to me to reach my life goals. The treatment of the center for me as “member of the family” opened my life to a more meaningful and purposeful one.” ~ Phoi, Alumna, KII, April 10, 2022

“I entered the center at age 13, stayed for two years, took my studies seriously, now I am 25 years old, a BS Social Work graduate, now working as a social worker. I am still actively involved in the volunteering activities of the CAMELEON... presently staying with the family - very happy and fulfilled working and helping my siblings for their studies...” ~ Kim, Alumni, KII, April 10, 2022

The above quotes and data on respondents suggest the young age of a few beneficiaries of the RP. In these interviews, two key insights can be gleaned, which are the recognition of the process towards reconstruction that beneficiaries undergo, and the key role of (formal and informal) education in the RP. For detailed descriptions of CAMELEON's educational programs, the authors would recommend to the readers the various annual reports of the organization since it is beyond the scope of this IE to discuss these.

- Responsibilities and tasks are well-communicated to the beneficiaries

As expected, CAMELEON implements a culture of responsibility among its beneficiaries. This means that responsibilities and tasks, which are appropriate to the different types of beneficiaries are communicated clearly including how to meet or fulfill these. As part of this culture of responsibility and care, CAMELEON has well established monitoring and evaluation of tasks and activities, especially of the academic performance of the beneficiaries.

Although the different modalities of intervention affect each beneficiary differently, interviewees frequently cited the value of educational support.

“CAMELEON supported my education. I was not expecting to take a four-year course due to financial problems.” ~ Faye, 20, reintegrated in 2019

Whether due to the daily interaction and exchange of the survivors with the staff, especially the social workers, or lack of other models, two of the alumni interviewed actually became social workers. The following quote illustrates this point:

“I did not know that social work is a real job, or college course. At the Passi Center, I encountered the social workers every day. I never thought that I was beginning to admire the type of work they do... No one actually forced me to take up a degree in social work. So, I enrolled and finished a bachelor’s degree in social work. Now, I have been working for three years as a certified social worker, and I really like what I do.” ~ Danica, 26, reintegrated in 2019

The above quote is an example of how formal education transformed the life of a beneficiary. Various reports of CAMELEON suggest this insight too. Relatedly in the RP, psychosocial and physical health were taken care of, for example regular medical check-ups and psychotherapeutic sessions were regularly provided. The RP includes arts and recreational activities, sports and circus therapy, spiritual development, and skills development capability training to help girls cultivate a new mindset and explore other skills and potentials. During this pandemic caused by COVID-19, all beneficiaries were encouraged to take the vaccine against the virus. Interviews with the survivors revealed that all appreciate these health care support, as it is very much essential to their overall wellbeing.

- Constant monitoring of tasks and activities, including school/academic performance and extracurricular activities.

As mentioned above, CAMELEON has multifaceted impacts on the lives of the RP beneficiaries (see also Box 1). Generally, beneficiaries reported that CAMELEON has significant impacts on their personal lives such as experiencing quasi-parental care, helping them in developing life skills through formal education and various skills training (e.g., public speaking, leadership, sports, circus, time management, etc.). From our research data, the following snippets provide a very common narrative from the beneficiaries. For example, the 19 young survivors of abuse considered the staff as their “second parents” who express love, trustworthiness and understanding, attributes that they found wanting in their homes.

“The unconditional love from the staff provided me with strength. The other girls and I have a support system. When I am still new, I am sad and homesick - the other girls talked to me and gave me advice. During After-care, they diverted my attention away from my problems.” ~ Mar, 20, reintegrated in 2019

The quote from “Mar” is a common line that researchers hear from the alumni of CAMELEON. Documents from CAMELEON such as in its reports are also replete with similar statements from other alumni. In a few emotional but succinct sentences, Mar clearly conveys that she understood and experienced CAMELEON’s brand of care where young girls authentically feel love, care, and support from a family-like environment. Relatedly, Mar and other beneficiaries related well with the staff and shared with them their problems.

During this pandemic, the three beneficiaries who are staying at the Iloilo City appreciated the staff even more because they provide continuous care to girls inside.

“I really like the staff. During the lockdown period, they decided to stay with us, despite having a family of their own.” ~ Kaka, 19, reintegrated in 2021

Like Mar, Kaka points to the essential service of care the staff provides. She even interpreted as a sacrificial service because the challenges of the pandemic might have made the roles of the staff even harder. This is especially true for staff who have a family of their own.

To appreciate the various descriptions of the personal impacts of CAMELEON, Table 7 summarizes the feelings of the survivors interviewed. Additionally, below is a list of skills that were developed and enhanced by CAMELEON’s brand of care, such as communication skills, interpersonal skills (dealing with people), teamwork, leadership, and time management.

Table 7. Indicative terms or phrases of beneficiaries on CAMELEON impacts on their lives.

CAMELEON...	CAMELEON made me ...
‘healed our wounds,’ ‘helped me to forget the past’	‘a fighter of life or brave’
‘helped me in attaining my dreams’	‘discover who I am’
‘made a huge impact to my life’	‘a mentor to others’
‘taught me to be confident’	‘a strong woman’
‘taught me of my rights’	‘a learned or knowledgeable person’
‘coached me to give importance to others,’ ‘taught to understand other people’	‘an empowered person’
‘made me a better person’	‘flexible’
‘showed me to love my parents’	‘self-reliant,’ ‘independent’
‘taught me to love myself’	‘an achiever’
‘inspired me to do social work’	‘patient’
‘taught us to focus’	‘special’
‘is a huge help in moving on’	‘responsible’
‘motivated me to look forward’	
‘taught me to trust people again’	
‘coached me to give back’	
‘is with me during ups and downs; from darkness to light’	
‘made me strong’	
‘encouraged me to grab opportunities’	
‘fostered sisterhood among us’	

-
- Other opportunities - e.g., to be involved in circus, advocacies

Much like any other formalized organizations, CAMELEON tries to find ways to offer various opportunities to its beneficiaries. These opportunities are intended to assist or form the beneficiaries into responsible and holistic persons, which are consistent with the vision and mission of CAMELEON.

In the in-depth interviews, 16 of the 25 beneficiaries claimed that the circus therapy and sports developed their confidence, reduced trust issues, restored control, and got themselves back. When asked about the most memorable activities while at residence in CAMELEON, beneficiaries have identified those related to circus, other sports, and art activities as suggested by the following extracts from the interviews.

“The circus activities improved my confidence. If you are able to perform, you are able to show your talents. ~ Nene, reintegrated in 2009

“Circus is the first of the many activities that I can say had a good effect on me. I was a performer in the circus of CAMELEON. I did not expect it but because of the circus, the team brought me to Cambodia to perform. After that experience, the circus gave me confidence. They even made me into a circus trainer. I am thankful to the staff, trainers and especially to (names the person) who manages the circus in CAMELEON ~ Jennie, 21, reintegrated in 2019

Partners of CAMELEON are also crucial in the successful implementation of the RP. Without doubt, once the girls transition into “alumni of CAMELEON” they still need support from the wider community for their re-integration. Ideally, this support must come from the partners of CAMELEON such as DSWD/MSWD or the LGUs. To some extent, some partners of CAMELEON indeed support the alumni. For example, two beneficiaries disclosed that social workers in their respective LGUs were helpful, few of whom became their friends.

The LGU helped me pursue my dreams. In dealing with my case, the social worker helped me to move on and gave me advice.” ~ Charity, 20, reintegrated in 2018

“The social worker sometimes asks how we are.” ~ Camila, 24, reintegrated in 2019

And much like any other organizational operations, there are challenges in the implementation of the After Care strategy especially during this pandemic. For example, some social workers became inactive in their support for the alumni after they completed their rehabilitation. It is usually their family members who generally helped them with their reintegration. Other stakeholders who assisted them include their workmates, friends from school, relatives (e.g., parents, aunts), acquaintances/network, schools, youth organizations, and other NGOs.

h. Problems and challenges in RP as perceived by the alumni and employees

Below is a discussion of problems and challenges experienced by the beneficiaries. This discussion is divided into two areas, which are challenges and concerns before the beneficiaries are re-integrated into the wider community and challenges and problems when they are integrated into the community. For sure, there are many challenges and concerns that the beneficiaries face aside from what are identified here but the following areas of concerns are drawn from analysis of data collected.

- Encountered before reintegration

Two broad issues are examined in this phase of the RP, which are the concerns of the insufficient number of staff in CAMELEON's centers and changes in staffing of CAMELEON. Consequently, beneficiaries report being confused with staffing changes. This means they have to adjust with new staff and with these adjustments are associated fundamental and important aspects of establishing new relationships. Beneficiaries, for example, report that understanding new staff, communication and establishing rapport with them are challenging and takes time.

Data suggests that quality and experienced staff (e.g., psychologists, social workers, etc.) are either lacking or insufficient. For example, CAMELEON has no full-time psychologist. In its manual of operations, the psychologist plays a central role in the RP because the psychologist has to design and implement psychological interventions for the girls. Ideally, a full-time staff is crucial because he or she dedicates time and effort in understanding the RP, the varying responses of the girls to the RP, and all the big and minor details of running a psychological therapeutic-educational program. Other factors that affect this concern on staff revolve around the high turnover rate of staff, staff being recruited by other organizations (e.g., DSWD), and other employment related issues such as tenure of employment in NGOs (versus the public sector), salaries, and other benefits related to this.

Writing technical reports about the beneficiaries is one of the fundamental functions of key staff (e.g., social workers, house mothers, psychologists, et al.). During interviews with CAMELEON employees, they shared that they have difficulty in writing technical reports and meeting submission deadlines. CAMELEON executives and supervisors also noted this concern, as staff are not well-versed in report writing, which may be misinterpreted as poor writing skills.

Relatedly, the broader issue of data management is as important as this relates to writing technical reports. From the experiences of the researchers as well as from interview data, the management of important data of CAMELEON might need improvements. As mentioned above, technical writing of reports is one issue related to data management. A second key issue is the management information system (MIS), which means data are logically collected, written, stored securely, and easily retrievable. CAMELEON's management might look into investing into MIS. The sensitivity, importance, and bulk of data it has and will collect are invaluable and thus must be managed well and protected. In addition to writing workshops or developing

report templates, the staff suggested that additional staff might be needed who can assist them with these reports.

Recently, CAMELEON amended its psychological intervention where it engaged more with psychologists than with their psychiatrist in terms of providing intervention to the girls. The argument is that potentially other strategies aside from a medicalized approach (i.e., introduction of psychiatric medications) might work for some of the beneficiaries such as interventions provided by psychologists. Due to limited data and expertise of the researchers in this IE (i.e., there is no psychologist in the team), there is no sufficient data or expertise to evaluate this new strategy of CAMELEON. However, this IE suggests that CAMELEON's staff gather data assessing the potential effectiveness (or lack of it) of this new strategy. Once data has been collected, CAMELEON might want to consult an independent body of evaluators to assess its data. Related to this, if CAMELEON intends to pursue this strategy it might want to revisit its plan to hire a full-time psychologist. A full timer might provide the expertise and time to re-assess, plan and design rehabilitation interventions that CAMELEON wants to pursue aside from relying only on medications.

Group discussion with CAMELEON employees revealed that the employees are overworked and stressed. This is compounded by the challenges posed by the on-going pandemic. Despite these, the staff felt “fulfilled” every time they were appreciated by the girls. The staff has various ways to cope up with stress. For example, some tried to deal with stress by being patient with the girls and their colleagues. Some are fond of eating and watching movies as outlets of the stresses they experienced. Some employ strategies of self-awareness or reflection in order to cope up with stress. Relatedly, the staff recognized that time management is crucial in performing their tasks. Also, in terms of additional benefits they hope for, they found that transportation is challenging during the pandemic and would appreciate a transportation allowance. Current service is insufficient for them.

- Encountered after reintegration

Data suggests that, unsurprisingly, the beneficiaries face more challenges once they are in the wider community. Once the young women are out of the care of the “four-walls” of CAMELEON, they will naturally fend for themselves with the hope that fundamental life skills that they have learned in CAMELEON and in their schools might have prepared them for this integration. Nevertheless, and much like anywhere else, once the beneficiaries are in the wider community, they will naturally face challenges. The following are the challenges that the alumni of the RP have identified during their interviews.

Firstly, for those who are still in school (e.g., higher education) and due to the negative effects of the current COVID-19 pandemic, their education and learning are hampered by multiple factors. Beneficiaries report additional financial burden in learning due to the COVID-19 pandemic. They are very thankful for all the financial and education support but their expenses at schools have changed - more expenditure for Internet and communication allowances, learning equipment such as laptop, tablet, and/or printer.

Stable Internet connection is also a problem, especially for those living away from the *población* or town centers.

Like anywhere else within the Philippine educational system affected by COVID, the beneficiaries also expressed their concerns about their learning (especially grades) at school. Some said that they do not like (they are also unfit to) the current setup (i.e., struggling with their modules), consequently feeling demotivated in learning. Two beneficiaries mentioned that they are currently helping their families and relatives with household chores. Thus, they encounter difficulties in managing their time, especially when academic deadlines pile up.

Again, due to the pandemic and the related mobility protocols implemented by the government, the alumni of RP find it hard to keep or maintain networks (e.g., social support) after reintegration. This means that they have very limited communications with fellow beneficiaries, with social workers, and their other support network. This also affected their CAMELEON-based networks such as being inactive in CHYA or VCC. In some cases, some alumni have admittedly failed to communicate with CAMELEON after their reintegration.

Another key concern raised by the RP alumni is that social workers from their respective LGUs are not in regular contact or become totally inactive in supporting them during their reintegration into the wider community. For the RP alumni who are ready to find employment, they report employment and financial problems. With the pandemic, their search for employment became harder, when it was already tough before the pandemic to find a stable job.

Relatedly, they also identified landing in a job or employment related to their degrees. This concern is compounded by the additional pressure of providing for the family where they act as breadwinners. That is, some of these alumni have parents or guardians who either do not have stable jobs or are sickly. Due to these employment and financial concerns, it seems natural that some beneficiaries reminisced about the various support (especially medical and dental) provided by CAMELEON. Though it is clear to them that since these privileges were part of being a CAMELEON beneficiary, they understand that they have no claims to these anymore.

To summarize the findings mentioned above and related findings, Figure 2 below presents the SWOT of CAMELEON's RP.

Figure 2. Strengths, Weaknesses, Opportunities, and Threats (SWOT) of the Rehabilitation Program (Compiled by S. Abila and C.J. Fernandez).

<u>Strengths</u>	<u>Weaknesses</u>
• Recognized as a leader in rehabilitation of victims of sexual abuse in Region VI and in the Philippines • Regular routine and holistic support of CAMELEON's brand of care are fundamental and instrumental in improving	• 21st century skills were inadequately found in self-reported impacts of alumni beneficiaries • RP alumni were struggling with school work amidst the COVID-19 pandemic,

their overall wellbeing. Activities include individual and community initiatives • CAMELEON recognized as ‘safe haven’ by RP alumni, which is consistent with CAMELEON’s Caring goals of providing safety and security. • Responsibilities and tasks are well-communicated to the beneficiaries. • Constant monitoring of tasks and activities, including school or academic performance and extracurricular activities. • Staff are dedicated employees and served as ‘second parents’ • Strong association to and relationships with CAMELEON’s other two key programs (Advocacy and Community Development Programs)	including new school expenses and livelihood security of guardians • RP alumni have difficulty in finding jobs or livelihoods related to their completed degrees • Reported struggles in maintaining social network after reintegration to the wider community and independence from CAMELEON’s support system • High turnover rates of employees • Reported work problems by employees: negative effects of COVID-19, stress, overwork, poor data management, difficulty in report writing, lack a coherent digital management information system
<u>Opportunities</u> • CAMELEON as member of the regional development council • Good and long-standing formal and informal partnerships with various institutions or organizations (public and private, local and international) • Integrating new Philippine legislations particularly the Philippines Mental Health Act (2018), The Safe Spaces Act, and other related legislations • Development of distance or remote education learning program including the resources to meet this (e.g., stable Internet connection, additional computers and software as well as ethical and safe use policies of virtual learning programs/spaces) • Changing landscape of child violence and sexual abuse prevention due to COVID-19 pandemic (e.g., reports of increased abuse, “grooming” in new social media sites such as Facebook, Instagram, etc.) • Presence of complementing opportunities, such as in the services offered by similar but public organizations such as DSWD) • Growing recognition and importance of child violence and sexual abuse prevention in regional and local governments that have yet to be unpacked in terms of opportunities for CAMELEON	<u>Threats</u> • On-going negative effects of COVID-19 pandemic • Rising prices of goods and services and poor economic conditions that may affect labor markets as well as the existing and potential network of funders for CAMELEON • Rising mental health concerns not only among children but also among staff members

In summary, this section has presented both quantitative and qualitative data suggesting the perceived impacts of the RP according to the beneficiaries. The core role of therapy, holistic care, and education in the RP are clearly demonstrated as

supportive of the recovery and reintegration of the beneficiaries. The legal impact of CAMELEON's approach does not go unnoticed but it should be noted that the problems encountered by the survivors seeking justice within the judicial system of the Philippines are serious hindrances. For example, the duration of the resolution of cases is very long, to say the least. Nevertheless, CAMELEON's support to these survivors is essential in their quest for justice. It is acknowledged that seeking justice is important for the survivors' rehabilitation and well-being.

Box 1. From victims to vanguards: The value of metamorphic healing

"It was like déjà vu," described Monica of the moment she first stepped into the gates of the CAMELEON Center in Passi City. *"Mom, I think I've been here before,"* she told her mother. It was a big change for her, something that she direly needed at that time. She was going through a post-traumatic stress disorder (PTSD) after she was sexually assaulted. She was also dealing with threats to her and her family's life, and invalidation of people around her. She finally found a haven. Normally, CAMELEON does not accept 17-year-old abuse survivors, but an exemption was made for her, and this she deeply appreciates.

Phoebe entered the Center at the age of 10. She felt insecure, angry, and helpless. Insecure since the second institution that rescued her from abuse discontinued its services. She was angry, particularly at her mother, who chose her abuser over her. She was helpless because she was left with no other choice but to transfer to CAMELEON. But her arrival marked an important turning point in her life. Like Monica, she too felt safe. She recalled, *"I felt confident that even if I roam around the Center in the middle of the night, nothing bad will happen to me."*

Rachel's encounter with CAMELEON was a bit different. Nonetheless, the sense of security she felt and the level of confidence she gained, she attributed to her interaction with the staff. She divulged, *"I was nervous when I initially applied for support. I was afraid that I won't qualify, and my adoptive family will no longer support my college education."* She did, thankfully. When she finished her BS in Social Work degree, she decided to join the organization and gained enough courage to open up about her own experience with sexual abuse as a child.

Monica, Phoebe, and Rachel (not their real names) are only three of the many girls rescued by CAMELEON. And while their stories are quite uncommon, they are made more remarkable by their strong resolve to cope, move forward, and metamorphose into individuals who did not only triumph over adversity but eventually stand at the vanguard of efforts to protect and heal other abused girls.

Phoebe and Monica retreated into their inner self due to the trauma of abuse, even after they were rescued. Phoebe felt like nobody wanted her. She was passed on to two rehab institutions before she entered CAMELEON. It was like a continuation of her mother's rejection. *"That's why I find it hard to accept love from other people,"* she said. *"The House Mothers struggled with me. I had so many questions that they cannot answer, so I do things on my own,"* she continued. For Monica, the assault made her feel worthless. *"At that time, my self-confidence was at its lowest. I felt different from other girls in the Center, and I've been bullied because I got the exemption,"* she revealed.

CAMELEON's holistic formula for healing helped them recover. Services of medical and mental health professionals and lawyers were accessible. In the Center, they were involved in group dynamics, values formation, art workshops, and circus therapy to help them manage their anger and feelings of mistrust. Household routine and structure re-established their daily rhythms that trauma severely disrupted. Theater plays, sports, dancing, singing, and other group activities ensured that they were not left alone lest they feel isolated. They got to re/discover their talents and skills in many of these activities while their senses explored new feelings and sensations leading them away from trauma.

Transformative healing is CAMELEON's strongest suit, a quality that makes it distinct from other non-government organizations or welfare agencies. It strives to enable girl survivors of abuse to convert their pain and trauma into a force of transformation and empowerment, like the chameleon that frequently changes colors. Of course, the road is never straightforward, but for CAMELEON, years of experience warranted the establishment of a clear process. For In-House girls, Rachel summarized, *"If there are incidents with girls, the first to intervene are the House Mothers. If dialogues could not help, they are referred to Social Workers. If this is still not working, they are brought to the Psychiatrist or the supervising Social Worker. Bullying issues are included in the treatment plan."*

Box 1. From victims to vanguards (continuation)

Monica and Phoebe pulled through because of rehabilitation. They relished their experience with theater, art workshops, and the circus for honing their writing and creative conceptualization skills, a catharsis they used to channel their emotions and sentiments. What they seem to value most, however, is the friendship and the sense of family and community that CAMELEON cultivates. They feel the warmth and the love of House Mothers and other staff. Referring to Monica, Phoebe said, *"I found a friend here. We had a lot in common."* Explaining what this friendship brings, she articulated, *"It's different when you take it out and you find a certain comfort because the person who listens to you has a similar experience."*

"I felt the sisterhood, the love, and the connection," Monica affirmed. They continue to hold on to this relationship. *"Even if we don't see each other every day because of our heavy workloads, or we don't talk to each other even though our tables at the office are next to each other, our connection remains intact,"* she elaborated.

Getting oneself back is not a one-off procedure but a combination of many factors, treatment and legal assistance included. It took a lot of reflection and introspection too. Sometimes, it just clicks. At one point, Phoebe came to this realization, *"My happiness is my choice. Even if my family did not support me in this battle, the choice to go on or not is with me. I have CAMELEON to stand up for me, but I also really need to stand up for myself."*

For Monica, acceptance is critical. She accepted the abuse. Without it, she would never be in CAMELEON. *"To some extent, it was a blessing in disguise,"* she said. *"I made this as a source of motivation. I told myself that I deserve the help, that I deserve to be here. It was not easy. At some point, I wanted to give up, but I held on to my dreams,"* she added.

A major stabilizing factor common to all three is the educational assistance (as part of After-Care support for Phoebe and Monica, and sponsorship for Rachel). It gave them not only formal training and academic degrees but the chance to showcase what they can do, enabling them to grow, build confidence and voice, regain identities, and reclaim futures. *"When I was in college, I learned to process my experience and myself. That gave me the strength to share the abuse I experienced with others, and eventually confront my abuser. I don't want him to do to my cousins and nieces what he did to me,"* Rachel intimated. *"I learned how to manage different cases and that perpetrators are considered as direct patients. As a Social Worker, however, I was trained to be biased towards the child,"* she stated further.

Schooling for Monica and Phoebe gave them new grounds to traverse. *"Along with the encouragement from the sponsors and the staff, [schooling] strengthened my resolved to stand up for myself, to stop being a victim and be a survivor,"* opined Phoebe. *"That, for me, was the beginning of my metamorphosis. I started feeling myself more. I have retreated into my inner self so much that I needed to come out. I wanted to explore more of myself, and I did this after I graduated. I stopped looking at superficial things and went to experience the world outside the Center,"* she continued.

Monica elucidated her own experience, *"CAMELEON boosted my confidence. I learned that if you have confidence, you can be anywhere you want."* And this she demonstrated superbly. She recounted, *"In college, I was chosen to represent the school in the town's annual festival. I became the leader of the student council. I joined contests like extemporaneous speaking, declamation, and dance sports."* These activities validated her worth, helping her break free from the painful grips of trauma, and mature. She reflected, *"I came to love myself because I realized I deserve more, and I can do more."*

The desire to become more is the reason why all three came out of their painful experience with heads held high. Monica eventually became her family's breadwinner. She sends home money for groceries and food. Her earnings help her parents feed her extended brood. Rachel and Phoebe do the same.

Box 1. From victims to vanguards (continuation)

Despite greener opportunities outside, they find the inner calling to serve their fellow survivors more palpable. *“I joined the training to be a flight attendant because I wanted to prove something to myself. I was about to graduate, but I left. My heart remains here,”* explained Monica. *“I was never made to feel indebted but the yearning to show to my fellow survivors that they can heal and move forward, as I did, is stronger. That’s why I stayed,”* chimed Phoebe. Rachel agreed, *“If we work here because of gratitude only, then we won’t last. I find fulfillment here. I am healing every day as I interact with girls who are also in the process of healing.”*

By actively serving and standing up with other survivors, Monica, Phoebe and Rachel became living testaments of metamorphic healing, demonstrating that no matter how serious the setback, timely help, nurturing care, validation, and the constant drive to stay afloat trample any pain. Their decision to work in CAMELEON may foreshadow a future where survivors and beneficiaries stand at the helm of the organization, leading the charge for child protection. Only time can tell.

Drawing from her experience Rachel shared this advice to children, *“There are adults who can help you. Never hesitate to ask for help.”* Emphasizing the importance of courage, Phoebe urged abused children to, *“Continue dreaming. Do not box yourself. In all the books I’ve read, nobody is prophesized to save you. You are your hero.”* Monica underscored the value of validation and imparted this nugget of wisdom, *“It was never your fault that you inherited your parents’ good genes. Accept what happened. Fight, move on and make your own choices. Be kind always. Be resilient. It will power you to function normally again.”*

Strengthening the families as basic units and foundations of the Philippine society may be a critical step in curbing the cases of abuse perpetrated against children but we also need to rally more people who can hold their hands, speak alongside them or on their behalf, and be the vanguard to protect their rights and ensure their well-being. Confronting child sexual abuse means battling the domineering patriarchal and uneven structures of society that have been perennially accepted. This is a big ask. Mobilizing more advocates and workers is a must. We need intrepid fighters for that battle.

Monica, Phoebe, and Rachel are but the three brave women pioneers.

2.2. Perceived impacts of the Community Development Program

Key Result 2: *The Community Development Program (CDP) on average served 300 scholars and families from 55 barangays in Bingawan, Passi City and San Enrique, annually. The program assured the access to education of socio-economically disadvantaged children while also improving family relations through empowerment, livelihood, and savings mechanisms. It transformed scholars and parents, enabling them to better perform family and community roles. CDP activities gave beneficiaries greater control of their actions and decisions, vital in efforts to create a culture conducive for nurturing children and building families, and communities. Along with activities in the AP, CDP sensitized local communities in the fight against child sexual abuse, converting them into change agents that actively promote child’s rights.*

As one of the three core programs and a pre-emptive measure against child abuse, CDP builds the capacities of beneficiaries by improving access to basic services, particularly education, and claim their rights. The program essentially targets the poor but

deserving children from families and communities that experience high levels of poverty and marginalization.

Overall, CDP addresses the welfare needs of beneficiaries including better access to education for qualified children and youth, and skills training for parents to expand their livelihood prospects. It also actively engages and empowers families and communities to support child protection and promote child rights by involving them in the fight against child sexual abuse and other forms of violence against children. CDP-induced changes are anticipated to create a ripple effect in the community that, in turn, is expected to encourage an environment auspicious for social protection, particularly child abuse prevention.

CDP has three modalities: (1) sponsorship or educational support for qualified children and youth, (2) family empowerment and interpersonal communication training sessions, and (3) livelihood skills training for parents. The budget for the program comes from multiple funding streams. A large chunk of educational assistance for sponsorship is derived from individual and corporate donors. AFD mainly foots the bill for family empowerment sessions aimed at strengthening family capacities for childcare and protection. Although not considered as a major program, CAMELEON integrated the livelihood skills training activities in the family empowerment sessions starting Phase 2. Technical inputs were derived from external partners or internally from skilled parents trained during Phase 1.

CDP is being implemented in the three contiguous areas (two municipalities and one city) in central Iloilo: Bingawan, Passi City, and San Enrique. All three are agriculture-dependent with sugarcane and rice as major products. Income-wise, Bingawan, and San Enrique are classified as 4th and 3rd class respectively while Passi City is a 4th class component city of Iloilo Province. Passi City has hosted CAMELEON since its founding in 1997, granting the usufruct to the piece of land where its offices and centers currently stand and operate. Poverty levels in the three LGUs surpass the national average (see PSA data below). To facilitate CDP implementation, communities in the three LGUs are divided into clusters (see Table 8) and respectively assigned to Social Workers and Parent Leaders (PL).

Table 8. Number of clusters and beneficiary barangays under the CDP, 2021.

Municipality	No. & Name of clusters	No. of barangays
Bingawan	2 (<i>Bingawan 1 & Bingawan 2</i>)	13
Passi City	5 (<i>Bacuran, Maasin, Pangi, Sablogon & Tuburan</i>)	25
San Enrique	5 (<i>Cubay, Garita, Gines, Mapili & Paga</i>)	17
Total	12	55

Source: CDP, CAMELEON, 2022.

a. Impact perception of CDP by survey respondents

Table 9 shows the beneficiary reach of the CDP within the program area from 2016 to 2021. A total of 209 scholars were able to complete their college education during the same period and a total of 184 graduates reportedly were able to find employment.

This dataset, however, does not effectively capture the rate of success of the program. The rate of graduation and the rate of employment of graduates could better capture this but the inconsistency and incompleteness of data provide limitations.

Between 2016 and 2020, CAMELEON supported an average of 309 scholars per year. The number of scholars admitted annually depends on the vacant slots created by the college graduation of existing scholars. Screening of prospective scholars are done at the community level (by way of PLs) and interviews with school principals. Screening is also coordinated with the Municipal Social Welfare and Development Office (MSWDO) and local chief executive (LCE) of partner LGUs.

Table 9. Beneficiary reach and results of the CDP, 2016-2020.

Year (a)	No. of Sponsored Children (b)	No. of Awards Received (c)	No. of College Graduates (d)	No. of Employed Graduates (e)	No. of Parent Leaders (f)	No. of Parents Trained for Livelihood (g)
2016	310	75	31	31	104	114
2017	310	85	32	32	104	633
2018	300	151	64	60	104	143
2019	315	115	69	59	104	484
2020	310	160	10	7	96	67

Source: CAMELEON Annual Reports, 2016-2020.

Note: Awards received include academic citations and awards for exemplary extra-curricular performance.

Operationally, the number of parents reached by CDP per year is equivalent to the number of scholars reached. However, there are a number of parents who continue to volunteer their services even after the sponsorship for their children has stopped. Parents benefit from the program through a series of capacity building activities that include livelihood skills training and family empowerment sessions. These activities are designed to support the broader goal of capacitating and sensitizing parents and recruit them in campaigns for child protection.

Table 9 (column f) also shows the number of PLs identified and trained per year to facilitate parent-focused activities. PLs perform a vital role in ensuring that beneficiary involvement to CDP activities and compliance to agreed requirements and rules are optimized. The slightly reduced number of PLs in 2020 is consistent with the reduction of the number of clustered barangays from 13 to 12.

The different livelihood training modules implemented and the availability of resources and technical expertise for training parents explain the variability reach of training activities. Numbers for 2017 and 2019 are relatively high mainly due to multiple training activities conducted. COVID-19 drastically affected the number of parents reached in 2020. While data on project reach is important, it does not reveal the state of livelihood projects, i.e., whether they are active or inactive. Monitoring of livelihood activities is helpful in gauging the success of livelihood training implemented and in determining the rate of return of training investments.

Distilled from project documents, livelihood training activities appeared to have transitioned to family empowerment activities in 2019. The transition appears to conform with the shift in program strategy to strengthen the nurturing and protection functions of families and communities and to engage them actively in the fight against child abuse.

Table 10 shows the profile of scholars who participated in the survey (n=46). Using Likert-type statements, survey participants were asked to rate their level of agreement to statements pertaining to the perceived impacts of CDP. There were five level of agreement with 5 meaning strongly agree and 1 meaning strongly disagree. A total of 74 beneficiaries was sampled for the survey but the response rate stood at only 61%. Additional data gathering were carried out (through FGDs and KIIs) to generate more empirical data about CDP.

Table 10. Profile of CDP scholars who answered the online survey (n=46).

Characteristics	Frequency (Percentage/ Average)
Sex	Female – 35 (76.09%) Male – 10 (21.74%) Prefer not to say – 1 (2.17%)
Age, in years	18-24 years old – 43 (93.48%) 25-35 years old – 3 (6.52%)
Educational level	High School Graduate - 3 (6.52%) College Level - 27 (58.70%) College Graduate - 16 (34.78%)
Self-reported monthly household income, in PhP*	Below PhP10,957 [Poor] - 43 (93.48%) P131,484 to P219,140 [High income (but not rich)] - 3 (6.52%)

* based on PIDS Household Income Classification

Table 11 presents the summary of impacts of the CDP to scholars and their families as perceived by scholars who participated in the Google-based survey. The various forms of assistance received by scholars got considerably high marks and described to have significant positive impacts. Survey participants acknowledged the function of formal education in earning incomes, the reason why it got the highest positive impact rating. Meanwhile, getting a degree does not automatically translate to landing a stable job or livelihood source, affected perhaps by the pandemic-triggered employment crunch, thus, it garnered the lowest positive impact rating. This program aspect needs re-examination if better job placement for graduates is contemplated.

Table 11. Perceived impacts of CDP, Phase 2 on scholars and their families.

Statement	Mean score	Interpretation
My education is an important factor in earning income.	4.89	Significant positive impact of CDP
I am generally satisfied with the education support received by my family	4.65	Significant positive impact of CDP
I am actively participating in various groups or organizations in my community.	4.54	Significant positive impact of CDP

Statement	Mean score	Interpretation
I usually perform well academically, sometimes earning academic awards.	4.54	Significant positive impact of CDP
I am generally satisfied with the livelihood support received by my family	4.30	Significant positive impact of CDP
Without CAMELEON's livelihood, my family is unable to sustain our daily needs.	4.20	Significant positive impact of CDP
Without CAMELEON's education support, I am unable to pursue my studies.	4.04	Significant positive impact of CDP
I have a stable job or livelihood.	3.76	Significant positive impact of CDP

Adjectival rating (highest 5, lowest 1): Significant positive impact of CDP - 3.7 to 5; Significant positive impact of CDP - 3.7 to 5; Presence of some positive impact of CDP - 2.4 to 3.69; Insignificant positive impact of CDP - 1 to 2.39.

The more granular survey results are found in Table 12, where the frequency distribution of responses is shown. This information can be useful in program review to determine components that need more capitalization or strengthening. As shown, job placement and livelihood support seem to require recalibration. Responses to this statement, however, can be reflective of the prevailing job market heavily affected by the COVID-19 pandemic. The Philippine Statistics Authority (PSA) reported that in January 2021, unemployment rate in Western Visayas was estimated at 9.1%, 0.4 percentage point higher than the national value and 3.5 percentage points higher than the regional value in the previous year. For livelihoods to be sustainable, they must be cushioned against external shocks, and this should inform job placement or livelihood redesign. Sustainable livelihoods require adequate contextual analysis of the national and subnational labor market, considering industry demands and realities on the ground. A college degree does not guarantee labor force participation. Upskilling and other related efforts to build scholar's competencies can be considered as boosters of job qualification vis-à-vis formal education. CAMELEON can continue liaising with the Technical Education and Skills Development Authority (TESDA) to assist graduates in securing the necessary skills accreditation in response to industry demands. Familiarity with key employment generators (KEG) and coordination with the Department of Labor and Employment (DOLE) Region VI may also be helpful to direct job placement programs. The 2022 Jobs Fits Regional Report of the agency indicates the top KEGs in the region including construction; information and communication technology (ICT)-business process management (BPM); real estate development; education; hospitality industry (hotels, restaurants, tourism, health, and wellness), automotive/land transportation and logistics; agribusiness and fishery; renewable energy; wholesale and retail; manufacturing; and health.

Table 12. Frequency distribution of impacts statements of CDP on scholars.

Statement	Frequency				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My education is an important factor in earning income.	0	0	0	5 (11.36%)	39 (88.64%)

Statement	Frequency				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am generally satisfied with the education support received by my family	0	0	3 (6.52%)	10 (21.74%)	33 (71.74%)
I am actively participating in various groups or organizations in my community.	0	1 (2.17%)	2 (4.35%)	14 (30.43%)	29 (63.04%)
I usually perform well academically, sometimes earning academic awards.	1 (2.17%)	0	2 (4.35%)	13 (28.26%)	30 (65.22%)
I am generally satisfied with the livelihood support received by my family.	0	2 (4.35%)	6 (13.04%)	14 (30.43%)	24 (52.17%)
Without CAMELEON's livelihood, my family is unable to sustain our daily needs.	0	0	10 (22.73%)	15 (34.09%)	19 (43.18%)
Without CAMELEON's education support, I am unable to pursue my studies or studies of a family member.	0	3 (6.67%)	9 (20.00%)	16 (35.56%)	17 (37.78%)
I have a stable job or livelihood.	0	5 (12.20%)	11 (26.83%)	14 (34.15%)	11 (26.83%)

b. Benefits of CDP to scholars perceived by focus group participants

To supplement the survey data, focus groups were conducted to discuss key issues and concerns related to the CDP based on the collective and individual experiences of scholars. The discussion covered five key topics including beneficiary selection and assistance provided, perennality, capacity building, planning and program design and other CDP related matters. FGD results generated qualitative evidence that support the quantitative findings. A total of 18 scholars (6 during the first session and 12 during the second session) joined the two sessions, with 11 (60%) females and 7 (40%) males. Of the total, 15 (83%) are in the process of completing their tertiary degrees while 3 (17%) are alumni.

Collectively, the scholars agreed that sponsorship carved paths to potentially better futures. They observed that alumni CAMELEON scholars now live better lives due to the educational support they received. They are now gainfully employed and earn steady incomes for their families. *“Your education is your ticket to land a job. I saw CAMELEON graduates in our community who were able to uplift their families' living conditions,”* one of them said. Another shared, *“There are no professionals in our barangay before. There are a lot of smart kids, but they were not able to get the right education because of poverty. With intervention and support of CAMELEON, they were given the opportunity to lift the status of scholars and families.”*

The process of guiding scholars towards specific career paths starts during senior high school when they are encouraged to participate in career guidance seminars to prepare them for tertiary education and guide them in choosing courses or degrees per their

skills and interests. Scholars who are about to earn their college degrees expressed their appreciation for the job placement activities. Two of them had a similar take, *“For us graduating students, we were invited to job placement seminars. What was even better was that, if you were not able to land a job after graduation, they help you find one.”* Program documents indicate that job placement is a strategy to connect the graduates with the job market. CAMELEON does this through a partnership with different agencies for internship and on-the-job training (OJT) to match skills with the needs of the industry. A skills inventory and assessment and establishment of individual careers are integral components of this strategy.

Educational sponsorship alleviates the household’s financial stress. Although considered a basic right, schooling in the Philippines remains challenging despite the free tuition policy in public schools. Among socio-economically disadvantaged groups, students and their parents are burdened to keep up with daily school expenses which they find to be more stressful than school fees. Sponsorship, which pays for allowances, school uniforms, and school supplies, gives tremendous relief. One PL remarked, *“Without CAMELEON’s support, I will not be able to finance the schooling of my child, especially for college. I have many children and sending all of them to school is stressful. The sponsorship lessened this stress,”* while another provided an example, *“I stopped worrying about my child’s school supplies and uniform. CAMELEON provides a lot of school supplies, and my other children were able to share. I really like the sponsors because they treat my child as their grandchild.”*

A self-supporting scholar since grade school, appreciated the life skills, the friendships, and the family-like relationships that CAMELEON cultivates. He narrated, *“I live alone without the care of my parents. My stepfather abused me, emotionally. I would have given up a long time ago if not for the guidance of my teacher, an alumnus, and help from other scholars. They were like family to me. They helped me survive. I battled severe depression, and I already wrote a letter stating that I wanted to give up, but they kept me strong and encouraged me to go on. CAMELEON helped me reclaim my life.”* This scholar is now in his third year of pursuing a degree in education. He believed that it is his goal to finish his studies and his mission to help other students after graduation.

Scholars wear their CAMELEON badge proudly and they appreciate the unique distinction it brings. One newly minted scholar articulated, *“When I find out that I qualified, I could not believe it because I thought my grades were below par. But I was able to get in. Maybe they saw something in me.”* The scholarship allows students to focus on their goals – to finish their studies – since CAMELEON provides for what they lack. They expressed confidence that CAMELEON has their backs when it comes to their educational needs. A school guidance counselor conformed with this observation. She noted, *“Scholarship helps scholars’ performance because it lessens their financial worries. The scholar no longer worries about their school expenses. They only worry about going to school and doing well.”* Notwithstanding, an alumnus reminded the group of their accountability, stating that CAMELEON should not do all the work since scholarship alone will not define their future. He advised, *“As scholars, you need to do your obligations. It’s a 50-50 sharing of responsibility. You should do*

your best since CAMELEON is also doing its best. We need to have a sense of accountability so that CAMELEON's support will come into fruition."

The support encourages scholars to perform well academically as they pursue their dream degrees like engineering, law, or education. More than 50% of scholars do well in school, e.g., as dean's listers, or as honorific graduates. Others earn recognition for exemplary extra-curricular performance. Another parent stated that because of the support, *"My child became more diligent. He does not want to fail his sponsors. Part of my responsibility is to remind him to study well to show sponsors that he values their support. I tell my other children to do the same."* Scholars intimated that CAMELEON bestowed more than just financial support. An incoming fourth-year engineering student reflected, *"I think I could still reach the fourth year of my degree without the support, but my outlook will be different. CAMELEON has a special place in my heart. It puts me on the right track. Without the sponsorship and training, I'm sure I will be a different version of myself."*

The scholarship is a source of happiness and pride, but it also comes with a lot of expectations, and sometimes pressure. Numerous times, scholars expressed that people seem to have the impression that they are more intelligent and are therefore expected to perform well always; that they should be on top of their game all the time, lest they get failing school marks and their sponsorship gets canceled; that they are well-trained and well-spoken, and not afraid to speak in front of big crowds; or that they are capable of leading school and community activities because they know how to mobilize participation, and they know the drill when it comes to organizing events and activities. Indeed, many of them demonstrated these extra skills and fulfilled expectations by volunteering in tutorial sessions to assist children in their remote learning activity during the height of the pandemic, leading community lectures on child rights or reproductive health, or facilitating meetings or public events. Volunteerism is one of the virtues that CAMELEON cultivates with scholars.

This sense of duty and responsibility appears to be a marker of maturity - a commendable hallmark among scholars who joined the focus groups. A student studying to become a lawyer explained, *"If we don't perform the tasks assigned to us, it will reflect badly on us and CAMELEON. Sometimes I asked myself, 'So I need to do this now?' But we accept these tasks willingly. I think CAMELEON cultivated our leadership. As a scholar, you are not a bystander in the community. You have something to do, you have something to say."* Another concurred, *"Part of my role as a scholar is to share what I have learned particularly concerning matters on children's rights or child abuse. I feel like I have the responsibility to alleviate the problems of our community when it comes to violence against children."* This sense of "being able to do" (power to do) and "being able to be" (power to be) appears to be the outcome of CAMELEON's targeted engagements. Interpersonal Relationships Training, Leadership Training, and Family Development Sessions engaged them in exercises and activities that build sensitivity and skills to speak in public about children's rights or adolescent reproductive health and convince their audience that they know what they say. They understand their rights and the actions necessary to claim and protect them. They also speak their minds and express their views and interests. This facility

to speak makes them effective advocates. Reports indicate that 14% of scholars are tapped by CAMELEON for the Advocacy Program. Illustrating their capacity to serve as the voice of other children, an engineering scholar recounted, *“I once witnessed an actual instance of child abuse, and I immediately reported it. For me, it was an opportunity to help, and I did by giving emotional encouragement and advice. I feel that it was part of my responsibility.”*

On a more personal level, and not less important, self-transformation is another crucial marker of educational sponsorship. *“I am more empowered and confident as a woman; I am confident to share what I learned to my fellow scholars, my classmates, and the community,”* one graduating scholar declared. Cases of discovering hidden talents have been shared. A college senior explained, *“I got to hone my singing talent. We need to be prepared because sometimes we are being put on the spot - to do an intermission number, to be a speaker, or to be a facilitator of community activities. I would not be able to do these without the skills I have imbibed.”* Scholars talked about developing self-discipline and more positive attitudes, pushing them to believe that they can do their responsibilities well and make the right choices. The close guidance of social workers helped them in this regard. One of them added that open communication lines helped their mental health. She said, *“The social worker assigned to me knows all my problems. She helps me deal with my relationships and consistently guides me with my studies.”* They feel that they are part of the CAMELEON family because they can share with them concerns that they cannot share with their parents.

It is refreshing to see young people articulate their views and ideas well during the focus groups and they attribute this trait to their relationship with CAMELEON. An electrical technology student from Bingawan noted the gradual shift in his personality when he became a scholar. *“I was very shy before and not very good at relating with others. But through CAMELEON-organized activities, I learned to relate and interact with others, and I got more confident in public speaking. I know I need to learn more but I am happy with the change I saw.”* A common thread of ideas running among the first focus group of scholars is how deeply they seem to have internalized their roles and responsibilities. A future lawyer declared, *“When you bring CAMELEON with you in everything you do, you will always be on the right track. You never lose your sense of responsibility; it is your indelible mark.”* During the second session, an alumna working with Bingawan LGU disclosed how she applied the values imparted by CAMELEON that are now part of her DNA. She related, *“CAMELEON gave me the courage and taught me to trust in my capabilities. This strengthened my work ethic and motivation, allowing me to work harder, even under pressure. I pass on what I have learned to my family, friends, and workmates. I always tell them to never give up even in the face of adversities because they will eventually help define who we are.”*

c. Benefits of the CDP to parents

CAMELEON designs parent-centered activities to improve parental capacity to bring up children and cultivate a household atmosphere that is conducive to children’s growth and development. Program documents indicate that parents are involved by CAMELEON as volunteers and they are also encouraged to participate in training

activities intended to make better homes, nurture household relations, and expand livelihood options.

PLs serve as the organization's extended staff in the 55 barangays where CAMELEON operates. They are selected based on demonstrated commitment, capacities, and experience. They are tasked to coordinate activities related to children's education and livelihoods and ensure that scholars comply with their routine requirements with CAMELEON and with sponsors. They also distribute students' allowances.

The number of active scholars in a given school year (310 in 2020) is equal to the number of parents engaged, although there are parents who continue to volunteer even after the sponsorship for their child has closed. The engagement rate of scholars and parents, however, is not always 100% complete. One scholar opined that active engagement, i.e., beneficiaries who join activities voluntarily or comply with requirements promptly, stands at 50% at best. The 2019 CDP Annual Report figures validate this observation. As reported, only 30 to 40 percent (4-5 clusters out of 12) of community clusters were able to carry out community service activities like community outreach (lectures, feeding, games), community clean up drive and tree planting, and center ground maintenance and beautification. Scholars who joined the first focus group agreed with this observation, saying that they find it hard to understand why other beneficiaries are not as engaged, placing primary responsibility on parents. They suggested that a review of the process/system may help. In the second focus group, scholars provided more categorical explanations. They cited conflicts in schedule, school deadlines, distance, and household issues/priorities. They also contended that the unique circumstance of beneficiaries is the reason for differential participation or engagement. Still, scholars in the first focus group emphasized that accountability needs to be exercised as a demonstration of commitment. CAMELEON regularly monitors scholars through home and school visits to reduce exposure to academic (delinquency), health (physical, mental, and sexual health), familial (family conflict), and economic (financial limitations) risks. Monitoring enables the organization to develop a customized intervention plan to ensure that the individual needs of scholars are addressed.

PLs play key roles in ensuring compliance to CDP regulations and generating support and participation of beneficiaries in advocacy, training, and other CAMELEON-related activities. Given the limited number of CDP staff, PLs are critical in identifying issues and concerns and in meeting targets to thoroughly accomplish program goals and objectives.

Consistent with the observations of scholars, parents are also happy and proud to benefit from CAMELEON's altruism. A focus group of six PLs in the House of Families (HOF) in San Enrique found out that more than the financial benefits of the scholarship, parents also appreciate the non-monetary value of their inclusion in the program. They said that they felt more blessed and hopeful for their child's success. And to show their appreciation, all of them decided to become PLs and grab every opportunity to join CAMELEON's organized activities.

The reduction of financial stress is seen as the immediate outcome of CDP and parents could not be happier. One PL shared, *“It’s a big source of relief. They even pay for his boarding house. I no longer worry about my son’s school supplies. Now the shoes he uses every year are new and not in disrepair.”* For many poor households, setting aside money for supplies and uniforms before the school opens every year can be a big stressor.

The non-material aspect of the program, however, appears to have longer-term effects. One parent continues volunteering even after CAMELEON’s support for her child closed. She said, *“I continue to serve as a volunteer because CAMELEON changed me so much. I came from a broken family and my parents subjected me to verbal and emotional abuse when I was a kid. I grew up fighting for my worth. I wish that CAMELEON was there when I was young. My engagements with them educated me and lifted my confidence.”* Another parent agreed, stating, *“I proved to myself that I have the strength and capability to do what I want”* while another rejoined, *“I also proved that I can still do something, not just within our homes but in our community.”* A male PL expressed his realization, *“I was very stubborn when I was young, and got married at a very young age. But when I joined, CAMELEON made me realize that I should be ashamed of my tendency to become lazy. When one of my children became a scholar, it pushed me to become a hardworking father.”* He now tries to impart this realization to his other children.

Beyond personal changes and learning, CDP activities opened opportunities for women PLs to assume community roles. All of them became active advocates of children’s rights, leading discussions (even in waiting sheds) and other similar efforts to promote child protection and educate other parents about its value. A PL who also serves as a Barangay Kagawad observed, *“Gradually, we were able to teach other parents. Many of them do not know children’s rights. Daily survival and work in the sugarcane farms take most of their time.”* They also recognize that enforcement of child protection laws needs improvement. Their actions, they believe, have been instrumental in minimizing child abuse cases in their communities.

Parenting sessions are an important aspect of CDP that seeks to strengthen family relations. These sessions emphasize the importance of proper communication with spouses and children and the value of emotion management. Open communication lines help parents in navigating household dynamics, including shifts in gender roles, as wives take on community and even productive roles. Most PLs are women but according to them, their husbands are very supportive of their participation in CDP activities. Changing intra-household relations have been noticed by scholars as well. One of them said, *“Due to activities organized through CDP, parents and children were enlightened of the dos and don’ts in parental guidance.”* From the sharing, it can be inferred that CAMELEON’s family-focused programs transformed intra-family relations, enabling members to openly discuss or engage in dialogue to resolve issues or misunderstandings. This is an indicative of the program’s ability to cultivate healthier relations conducive for the safe growth and development of children.

Addressing poverty is perhaps the most enduring challenge of CDP in the process of serving children's rights and welfare. Using the 2018 PSA data, poverty incidence rates in Bingawan (22.4%), Passi City (21.1%), and San Enrique (22.2%) were placed higher than the national (16.2%) and Region VI (15.9%) averages. Studies have shown that poverty is a root cause of child abuse in the Philippines since it compels many poor families to prioritize subsistence and survival, eroding wherewithal for child protection. Poverty breaks families by deploying available family labor (e.g., members who are able-bodied and of legal age) in other labor markets, or recruiting children for farm labor, disrupting normative family structures, relations, and functions. For children, this entails curtailment of basic rights including access to education.

The implications of poverty to scholars and their families are twofold. Families within or below the poverty line find it difficult to make ends meet and provide for children's basic needs. It also weakens the family as a nurturing and protective institution since parental efforts are invested more in survival and less in cultivating stronger family relations. CAMELEON responds to this twin challenge accordingly by way of livelihood provision and family empowerment sessions, other than the scholarship benefit.

Referencing available reports and documents, the implementation of the livelihood activities appears to be in full swing during Phase 1, between 2016 to 2018. In that phase livelihood was considered as a major program thrust. Livelihoods linked parents with organizations capable of providing technical knowledge and inputs for livelihood development. Using a referral system, it tapped partners to train parents in commercial baking, vegetable production, hog and poultry raising, massage therapy, garments production, and computer literacy. Livelihood training reached more than 800 participants.

The livelihood program led to the formation of people's organizations (PO) which gained members collective representation and voice. These organizations include: (1) Cameleon Parents Livelihood Association (CPLA) in Bingawan, (2) Cameleon Parents Sewing Association (CPSA) in Passi City, and (3) Garita, Mapili, Paga, Cubay (GMPC) Farmers' Association in San Enrique. POs have been duly registered, enabling leaders to act on behalf of members while also scouting resources and support from partner organizations. Efforts to track the status of these organizations and the livelihood activities that members engage in seem to have wind down after 2019. However, maintaining support for these organizations is critical for sustainability and ensuring that a cadre of community actors is accessible for future engagements and sustained child protection campaigns.

Unfortunately, it is difficult to determine the actual number of beneficiaries who converted what they learned from the training into actual livelihood ventures. Available data only indicates the number of participants trained. It may be helpful for CAMELEON to institute better livelihood monitoring mechanisms to accurately track livelihood gains, including income increases, and gauge how they have helped in addressing poverty and marginalization concerns. Better documentation and tracking will also enable CAMELEON to build evidence showing that livelihood initiatives are

working, which it can use as leverage to improve beneficiary participation or even attract more resources.

Livelihood beneficiaries, however, laud the process undertaken by CAMELEON. One of them said, *“We like that we are allowed to choose a livelihood venture that is compatible with our skills and circumstances, so we don’t feel forced to comply.”* A parent beneficiary who ventured into baking underscored the benefits of the livelihood training, *“I have a steady income every day and sometimes I will earn more if we sell more bread. The money I earn supports my children’s daily school allowance. I also save a portion of my earnings through the COMSCA, which we also manage.”* Livelihood assistance programs are for willing parents only and compliance is not compulsory for all training attendees. It may be helpful for CAMELEON to rethink this strategy not only to enhance beneficiary accountability but to make sure that training investments yield desired returns.

Continuing assistance for various livelihood activities during Phase 1 has been carried out by improving access to production support and training, micro-credit and savings, and financial literacy (through COMSCA groups). Additional assistance has been anticipated to strengthen ownership and accountability – important preconditions of sustainable livelihoods.

In 2018, the CDP program staff introduced the Community Managed Savings and Credit Association (COMSCA) to improve financial literacy and enhance parents’ confidence in handling household incomes. To date, 13 COMSCA groups have been formed with a total membership of 173. Ideally, one COMSCA group was targeted per cluster but as of this writing, the Tuburan cluster has yet to form its own group. Meanwhile, Bingawan 1 and Cubay clusters were able to organize two COMSCA groups each. In 2019, after six months of operations, the 13 groups were able to generate a total savings of PhP 218,738.00. The Bingawan 2 cluster registered the highest savings at PhP PhP33,730.

COMSCA has been lauded by the beneficiaries for underlining the value of money and savings, basic money management, and reforming spending behavior. For example, members have been motivated to save for rainy days or set aside funds for emergency preparedness. The mechanism also enhanced financial literacy by increasing members’ knowledge on financial concepts, skills and attitudes and translating this knowledge into appropriate behavior that could potentially lead to good financial outcomes at the household and at the community level.

Under Phase 2, livelihood skills training, e.g., vegetable production, poultry raising, strawberry production, native delicacies production and massage, were folded in with family empowerment activities. Technical inputs for the skills training are outsourced from external resource facilitators. CAMELEON does not have a livelihood training design and module but needs of target beneficiaries were identified using the external facilitators’ training needs assessment. Since Phase 2’s inception, a total of 334 parents benefited from outsourced training sessions.

Family empowerment sessions entail seminars on responsible parenthood and understanding adolescents and training on effective and non-violent communication, construed as vital instruments in stabilizing families and enhancing parental effectiveness. Stable families are important child protection building blocks. Empirical evidence has shown that the weakening or fracturing of family structures exposes children, especially during their formative years, to risk factors that make them vulnerable to violence and abuse (see Box 2). To further bolster this intent, PLs were asked to undertake training on leadership, capability building, and community organizing. Activities that bring together children and parents have been conducted, emphasizing values formation and reflection sessions on different values systems and ethics.

Through the various empowerment activities, parents were able to improve family relations and build better family units. A PL validated this observation by saying, *“The activities helped us cultivate a better relationship with our husbands and children through openness and constant communication.”* A scholar echoed this point stating that *“Family development seminars enabled me to connect better with my parents. Before I joined CAMELEON, I didn’t feel as close to my parents. I always felt a disconnect. But it changed due to these activities.”* Also, family empowerment activities enabled PLs to slide better into their community roles. *“As volunteers, we became the eyes of the community against abuses and violence against women and children (VAWC), and we are fine with this,”* one of them averred.

Taken together, livelihood programs and family empowerment activities have the potential to address the twin challenges of poverty, i.e., deprivation and want, and weakening of the family as an institution, in the program area. The livelihood training initiatives in particular can be made more proactive by relying less on the availability of technical expertise and more on actual needs target beneficiaries considering their competencies and skill set vis-à-vis broader development realities and market conditions. Additionally, it can incorporate better monitoring procedures and a more developmental approach by strengthening the organizing component and linking beneficiaries to supplies and markets. Family empowerment initiatives can benefit from better tracking as well. That way, qualitative and quantitative results are documented, recognized, and considered in prospective redesign and recalibration efforts.

Evolving contextual challenges require the Program staff to constantly update their skills and competencies as well. Capacity building for the CDP staff is critical given the changing character of communities. Staff’s skills should be attuned with these changes. For example, training on community organizing, project management, strategic planning, and MEAL (monitoring, learning, advocacy and evaluation) may pay dividends moving forward. With climate-related disasters exposing the many vulnerabilities of partner communities, CDP staff may also benefit from inputs on disaster risk reduction and management (DRRM) and climate change adaptation (CCA). Moreover, the training on psychosocial first aid is timely given the proliferation of mental health issues in partner communities. This training may also prove personally useful for the staff since they contend with work and workplace

related stress and challenges as they perform their functions and attend to the needs of scholars, parents and other partners on the ground.

d. CDP's ripple effects in communities

“Changing colors, changing lives,” effectively sums up the transformative mission of CAMELEON. But other than individual beneficiaries (i.e., scholars and the parents), CDP also creates ripple effects in communities, influencing people’s awareness and actions by way of various community development activities. Engagements with scholars and parents are proof that there is indeed strength in numbers as they start forming a critical mass advocating for positive change in favor of children and families in their respective communities.

Barangay officials interviewed revealed some notable implications of CDP in host communities, essentially confirming the observations and experiences of direct beneficiaries. They believed that educational assistance and livelihood programs have improved the state of living conditions of families for reducing economic stress. Additionally, family empowerment sessions have redefined family relations, cultivating openness among members, thereby becoming more accepting of the changing roles of parents due to shifts in gender relations.

Barangays covered by the program are proud of the fact that underprivileged kids were able to study and finish their degrees until college. They were happy to observe that children from poor families, if given the opportunity, are capable of manifesting their intelligence and talents useful in the school and the community. Barangay officials look forward to the day that when these kids will eventually graduate and earn their degrees, they will become professionals and subsequently bring more positive reputes to the community.

Education has been noted to have the most important impact on the community. The scholarship has demonstrated the rewards of doing well in school and has encouraged parents from other families to take their children’s schooling more seriously. In many communities covered by the CDP, children’s education would sometimes take a backseat as subsistence and survival are given a greater premium. Some parents, for example, would involve their children in farm work, causing absenteeism in class. The educational support addressed this. Those who qualified for the support have been setting an example to other kids or students in the community that going to school carries intrinsic and valuable returns. Scholars-led activities in the community like advocacy and tutorial sessions where they share what they learn further reinforce the value of education.

One Barangay Captain attributed the reduction of the number of domestic violence in the barangay to CAMELEON’s entry. He shared, *“Today, we see very few cases of domestic violence, compared to years ago. There have been instances of parents abandoning their children, leaving them under the care of grandparents, because they married too young and could not afford to sustain the children’s needs.”* Parental counseling, they believed, has been very helpful in the reduction of cases. Constant

advocacy of PLs and scholars also helped in terms of bringing to the public's attention the importance of responsible parenthood and child protection.

Another Barangay Captain shared his happiness about the turnout of CDP activities in the peace and order situation in the barangay. Adding to the observations of other barangay leaders, he explained, *"Our community became more peaceful since the start of CAMELEON programs. We mainly attributed this to the influence of scholars who conduct advocacy activities with their fellow youth. These activities encouraged other kids and youth to stay away from vices. Incidence of trouble mongering among the youth was reduced."* They were convinced that scholars have become models of good behavior in the community. They find it easy to deal with scholars because they are learned, and therefore can comprehend issues and concerns in the community better.

The transformative value of CDP mentioned by scholars and PLs was underlined by barangay officials. They noticed a big change in terms of manners and behavior. Their take on the matter was, *"Maybe because of education, children appear to be more aware. Their perspectives and horizons expanded. They seem to understand issues better and it is easier to explain things to them."* A PL who also serves as a barangay official shared what he liked the most about his son, a scholar, *"My child is not a problem child. He doesn't have any vices, except ML (Mobile Legend), as with most kids these days, but I can see that he has self-discipline. He shares his extra allowance with his other siblings. Because of CAMELEON, he is now better at handling money. They were being taught how to handle their money and manage their time."*

With regards to community activities, scholars and the Sangguniang Kabataan (SK) always have good integration. Although not all scholars are officers, they always remain active in SK activities. An official observed, *"There is a strong partnership with SKs and the scholars particularly when it comes to implementing specific activities. Scholars are always willing to volunteer their time and services."* Another added, *"In one sub-village (sitio) in our barangay, when the scholars go home for summer vacation, they conduct group activities with SK officers and members. Scholars know how to mobilize participation."* Participants from other barangays stated that cooperation is also demonstrated during the quarterly youth activities led by scholars. Barangay leaders provide support to these initiatives through the SK, and the activation of the VAWC Desk and the Barangay Council for the Protection of Children (BCPC). Stronger integration can be supported by ensuring that budgetary allocation for children and youth is utilized accordingly.

A PL from San Enrique stated that his experience with CAMELEON trained him to become a leader which prepared him to assume a bigger role as the Punong Barangay (PB). His efforts alongside other PLs revived the Balay Panimalay (House of Families or HOF) in their barangay, a development facility designed for families to serve as a meeting place to learn and interact with one another and to nurture their skills and development. HOF can be understood as a strategy to share the benefits of CDP with the broader community to create more ripples of change. Physical building structures were renovated in 2021. HOF was a reinvigoration of a previous initiative that bogged down due to poor management. It hopes to strengthen the livelihood programs of

CAMELEON by allowing parent beneficiaries to undertake livelihood activities (e.g., poultry and hog raising and vegetable gardening) within the site, hold livelihood training activities, and cultivate the *bayanihan* (mutual aid) system. CAMELEON sent a PL to study agriculture, and he re-echoed his learnings. He hopes to revitalize this effort so that the income-earning potentials of other beneficiaries and other poor parents within their community can be supported, if not strengthened.

Folded into efforts to protect families and children is the emergency assistance given out to families of beneficiaries affected by natural disasters and the pandemic. Typhoon Yolanda (Haiyan) in 2013 and Typhoon Ursula (Phanphone) in 2019 wrought heavy damages to properties and livelihoods of beneficiaries. CAMELEON supported their recovery by providing relief assistance and housing materials to help restore normalcy in their daily lives. And as people reel from lockdowns triggered by the virulent spread of COVID-19, CAMELEON gave out 25 kgs of rice to the families of 300 scholars to tide the shortage of access to the staple food.

PLs and barangay officials who joined the FGD collectively expressed their appreciation for CAMELEON's support. Some of them were wishing for expanded support, i.e., more scholarship slots for their barangay, although they also said that they understand the rules. They were, however, one in saying that the support made great improvements in the lives of beneficiaries and indicated that sustaining these benefits is pretty much in their court. They hope thought that the organization's goodwill will continue to benefit more underprivileged children and families and produce more positive change in society.

At the municipal and city levels, CAMELEON has been recognized as a key development partner, responsible for social welfare provision to girl survivors of abuse and underprivileged children and families. LGU partners also lauded the organization for providing post-typhoon emergency assistance in 2013 and 2019 and the COVID-19 relief package, reporting these as part of their accomplishments under the Disaster Risk Reduction and Management (DRRM) sector. Available documents from the municipality and city LGUs also indicated the crucial role of CAMELEON in fulfilling child protection mandates, a key aspect of the Seal for Good Local Governance (SGLG), an annual governance performance review required by the national government.

Going forward, it will be useful to examine how child protection mechanisms are integrated and institutionalized in partner LGUs from the provincial up to the barangay levels. This could be one way of gauging the depth of CDP's influence. And as these partners endeavor to strengthen their capacities for protective services provision, CAMELEON can be tapped to provide further technical guidance and input. It can guide local government partners in mapping and understanding the value of child protection mandates and identifying critical entry points like the updating of the Children's Code and localization of national policies. PLs and scholars can be mobilized along this line. Doing so makes the process of making local governance child-friendly, participatory, and meaningful.

Box 2. When the bough breaks, the cradle falls: Establishing the need for stable families

In an era that prizes physical beauty as a wellspring of power and influence, there are women like Monica, Phoebe and Rachel who wish that they look different. These are the women who shy from admiration or balk when people compliment their looks. History and society hold many beautiful women aloft, with people singing them paeans of praise; but not all of them enjoy a similar fortune. Some of them have the misfortune of being abused and rendered voiceless, their identities robbed, and futures stolen. These are women who look at their physical beauty as a liability, or even a curse – the cause of their unimaginable pain and tribulation, the source of their acute sense of distrust, and the reason why they live daily with the stigma of violence and abuse.

Monica, Phoebe, and Rachel entered the gates of CAMELEON at the moment when the boughs that hold their cradles were breaking, and the guardians whom they thought would protect them acted otherwise. It was a deeply confusing and stressful period, and they had nowhere to run. Silence was their only ally.

Rachel never met her father, although his family supported her and her biological mother growing up. Her father is from Western Visayas, and her mother is from Mindanao. She split her childhood between these places in search for better living. She was born out of wedlock and grew up with her adoptive mother, the sister of her biological mother. When she reunited with her biological mother, they went to live with the family of his biological father along with her five other adoptive stepsiblings. Her mother had no stable job, but the support of his father's family helped them make ends meet. A member of his father's family stood as her father figure, but he had different motives. She recalled, *"I thought I had a father who would stand up for me. I thought he was showing me affection. It was only when I was in college that I realized the abuse."*

Phoebe is the second child in her mother's second marriage. Born in Manila, her family moved to Mindanao to settle down, but her urbanite father could not stand the provincial lifestyle, so he left and reneged on his family responsibilities. When her mother found a third husband, Phoebe was left to her relatives who took turns until she was four years old to provide for her care. She felt disowned. She was then brought to Western Visayas to live with her mother's reconstituted family. She felt like she's been everywhere, frequently dislocated, with her sense of self, family, and place marred by her peripatetic childhood and lack of mother's love. As a kid, it was difficult for her to come to terms with her emotions especially when her stepfather abused her repeatedly for five years. She knew what he did was wrong, but she stayed silent. Shame and fear overtook her. She shared, *"That was when I felt voiceless. I felt that I have no right to speak. I went to school with bruises or black eyes. My mother knew yet she did nothing. I wanted to leave but I was afraid I'll get hungry."* She was confused, listless, and pained. She continued, *"All the time, I felt like floating; I was not myself. I was like another entity. It really is painful when people who are supposed to protect you fail you."*

Monica hails from a big farming family, surrounded by her extended kin. She is very close to her father and considers herself to be a "daddy's girl." Through sheer hard work, her resourceful parents were able to send her and her siblings to school, even though her mother would sometimes move out to find work elsewhere to help earn a living. Her love for schooling was instilled by her parents who didn't want her to go through the harshness of manual farm labor. But it was her long daily walks to and from school that would expose her to repeated sexual abuse. Yet, she grew from the experience with steely resolve, never letting the abuse affect her or her passion for schooling until she was again sexually assaulted when she was 17 years old by her teacher's father. She developed deep-seated trust issues thereafter. Still, she maintained that *"my belief that not all men are abusers prevailed because of my father."* Death threats led her to CAMELEON. Despite this, she took the courage to tell the assault perpetrator before she left, *"I will go back and slap you with my diploma."* She was filled with pride when she got to do this, with her perpetrator on his knees crying, asking for her forgiveness.

Box 2. When the bough breaks, the cradle falls (continuation)

Familism is embedded in the social and cultural fabric of Philippine society. Being family-centered, child-centric, having close family ties, and having a large family size are some of the key attributes of families in the Philippines. As society's basic unit, the family provides a basis for one's identity and socialization and exerts influence on the nature of other social organizations. The state of families could therefore mirror the state of the larger community or society. Fractured families can lead to the splintering of family relations and erosion of trust. Consequently, they create risk factors that make children vulnerable to violence and abuse. This can be disconcerting especially for children during their formative years. Conversely, stable boughs securely hold the cradle, giving children a sense of comfort and protection. Society should strive to make this constant.

Despite the centrality of family in Philippine society and culture, intrinsic and extraneous factors are always present, disrupting and challenging its foundations. The circumstances surrounding the families of Rachel, Phoebe, and Monica give clear demonstration. Modern ideals of progress tend to prioritize the quantifiable and material aspects of human well-being, oftentimes sidetracking the qualitative and non-material aspects, like family stability, quality of care, health, security, and empowerment. It is imperative for welfare organizations like CAMELEON to marshal continuous investments in the non-material aspects of human development when crafting programs and projects. That CDP has this covered is heartening to note.

2.3. Perceived impacts of the Advocacy Program

***Key Result 3:** The Advocacy Program (AP) reached its target audience locally and nationally and contributed to the reform of a national policy. The Voice of CAMELEON's Children (VCC) and the CAMELEON Youth Health Advocates (CYHA) led the advocacy campaigns, using the modified advocacy modules of partners and circus shows, putting children and youth at the forefront of fight against child sexual abuse. Public education campaigns and media appearances contributed to awareness enhancement while alliances and partnerships with government and non-government organizational further strengthened and broadened the constituency of support for children's rights and child protection.*

AP serves as CAMELEON's early intervention and prevention tool and plays a crucial role in the campaigns for child protection, particularly child sexual abuse prevention. Activities for this component consist of soft interventions involving advocacy lectures and workshops, information dissemination through quad-media (print, television, radio, and social media), advocacy events and conferences, youth mobilization, lobbying, and partnerships and linkage building. Collectively, AP activities challenge the domineering hold of patriarchy and inequality over society that cause deep-seated structural and cultural biases. AP aims to influence and reform these structures through public education, partnerships, and policy reforms, broaden the constituency of support for child protection, and prevent child sexual abuse. Among the three component programs of Phase 2, AP was the most gravely affected by the COVID-19 pandemic with activities in Sub-specific Objectives 2.1 to 2.5 either canceled or postponed for implementation.

AP activities are delivered using three different strategies: (1) awareness and public education targeting parents, children, educators, decision-makers, and professionals

within the program area; (2) integration with local government units from the province up to the barangay level; and (3) linkage building and lobbying to influence and reform policies and guidelines relevant to child protection.

The first strategy was designed to sensitize and actively involve local communities and actors in the fight against child sexual abuse and to protect children's rights. The second strategy intended to integrate child protection efforts into governance processes to strengthen local government accountability. The third strategy endeavored to reach national actors, particularly policymakers, and like-minded groups from multilateral agencies, non-government organizations, and networks supportive of efforts to create an atmosphere conducive to children's growth and development.

a. Benefits and challenges of advocacy campaigns with the VCC and CYHA

As part of the first strategy, CAMELEON assembled two groups, both children- and youth-led, to spearhead AP activities within the program area. On the one hand, the Voice of CAMELEON's Children (VCC), a group composed of CDP scholars and In-House and After-Care girls, campaigns to raise children's rights awareness. It also undertakes activities to train community-based duty bearers (teachers, elected barangay officials) and local policymakers on child abuse prevention. On the other hand, the CAMELEON Youth and Health Advocates (CYHA), a group composed of CDP scholars, After-Care girls, and volunteers within and outside the program area, promotes awareness about sexuality and teenage pregnancy, and the prevention of sexually transmitted diseases including safety reproductive health practices.

Prospective members of the VCC are recruited and interviewed and once they qualify, they undergo a series of training and self-assessments. However, the final decision to become a VCC member rests on the recruit, i.e., s/he can still back out after qualifying. CHYA's recruits undergo the same process as the VCCs. But being on the honor list in school, being a good speaker, and being a student leader are desired characteristics. Unlike VCCs, though, CYHAs may be recruited from schools outside the program area. Members can be terminated from the two groups due to inactivity and/or pregnancy. VCC- and CYHA-led campaigns reached multiple audiences and groups (see Table 13).

Table 13. Audience reach of the AP, 2018-2020.

Year	Parents	Students	Multi-Sectoral Audience
2018	220	5,138	2,700
2019	682	7,127	1,200
2020	300	2,133	100
Total	1,202	14,397	4,000

Source: CAMELEON Annual Reports, 2018-2020.

To gather feedback about advocacy activities, two focus groups were conducted involving 9 CYHA members (morning session) and 9 VCC members (afternoon session). The focus group covered the process of selection and their motivation as advocates, the activities and their participation to these activities, community, school

and partners support and the challenges and sustainability of advocacy efforts. Additionally, KIIs were carried out with AP program staff and partners from the government and non-government organizations.

Being an advocate has been viewed to be intrinsically gratifying. A common feeling among members in both groups was a sense of pride that they were able to hurdle the interview and selection process. Some of their family members shared this sentiment. The principal reasons for participation mentioned were (a) to have the opportunity to further hone their skill, (b) to learn something new, (c) to meet different people, and (d) to pay forward. There were those who are curious about the subject matter and those who would like to challenge themselves to see whether they could qualify or not. They were also happy with the opportunity to deepen their appreciation of various issues concerning children and discover new insights and ideas from their audience.

The benefits of participation derived by advocates led them to say that their purposes for joining have been fulfilled. These benefits can be classified into four categories: personal, interpersonal, knowledge, and skills.

They mentioned personal benefits like more self-confidence, more patience, and a greater sense of maturity. One of them shared, *“Our training and experiences on the advocacy work provide me with the knowledge and ideas on what is right and what is wrong, even on the body language and body touching. Personally, I am stronger and I am living my rights as a child.”* Both groups also identified the interpersonal benefits of participation allowing them to socialize with different groups of people from different towns, expand their network and find new friends. They all expressed fondness for the work, claiming that they felt a deeper sense of belongingness and kinship with fellow advocates.

The advocates felt that they have been breaking ground, particularly in terms of educating their fellow children and youth. And as they campaigned to build public awareness on sexuality, reproductive health, public health and safety, and children’s rights, they also learned and deepened their knowledge about these matters, enabling them to impart the same to their classmates and their families on a day to day basis. Also, they were able to acquire better communication and leadership skills and learned new ways of interacting or dealing with other children and youth. One advocate specified the value of joining the VCC or the CYHA for those who plan to take up education courses in college.

Advocates modify the pre-packaged modules of Consuelo Foundation in their campaigns. Schools serve as one of the target audiences and advocates believed that they were doing well because teachers would frequently validate and compliment their efforts. The same could be said for parents present in their community campaigns. The Regional Office of the Philippine Commission on Population and Development (POPCOM) also expressed appreciation for the group's efforts to promote awareness about teenage pregnancy and reproductive health.

Overall, the children and youth viewed their advocacy experience as both rewarding and empowering. Rewarding in the sense of the benefits they enumerated. Educating

children about their rights is invaluable because many of them do not know that they have rights and many of them do not know what constitutes abuse, including sexual abuse. The experience is also empowering because activities contributed to their personal growth, affording them with skills and knowledge that influenced their views and choices about their health and well-being. Their participation made them empowered because they were able to impart their knowledge to other underprivileged groups. A VCC member provided a concrete instance, *“teaching children of IPs to read and write is a very empowering experience because I felt that I was able to impart something.”* This literacy initiative earned the VCC national recognition in 2017. For others, empowerment means having the capacity to speak out against abuse. A CHYA member recounted her experience of defending a woman passenger who was subjected to an act of lasciviousness inside a bus, *“I shouted to call the attention of the victim and to warn the harasser. I also called the attention of the bus conductor and driver. I was so frightened but at the same time I felt compelled and empowered to act.”*

Still, they pointed out crucial challenges when influencing the public about child protection. They observed the hesitancy or resistance of some parents, teachers, and community religious leaders, especially when they discuss topics that are sensitive or deemed to be for adults only, like sexuality and reproductive health. They also revealed that some of their audiences were not very receptive to their efforts. For instance, they encountered difficulty in advocating for the Bawal Bastos Law (Safe Spaces Act) to drivers. Likewise, they were disappointed with the lackluster commitment of local officials to enforce the law. Additionally, they suggested including more content on the proper use of social media in their campaigns. They looked at social media as a hotbed of emerging threats for children given the unchecked proliferation of false, misleading, and lewd information and narratives that are easily accessible to children and youth. And with a spate of natural disasters affecting many communities, families, and children for the past years, a former CYHA member who joined the focus group with CDP, thought it expedient for CAMELEON to consider the integration of disaster risk reduction and management (DRRM) and climate change adaptation (CCA) into the advocacy modules.

While public education has been personally relevant to advocates, it is quite difficult to objectively measure whether the campaigns mounted have increased public knowledge about child protection, much less prevented cases of child sexual abuse. Many advocacy activity reports were missing as documents changed hands when key staff left. For example, the list containing schools and institutions reached by campaigns is not available. Documents on hand (i.e., list of attendance) report only the audience reached by the campaigns. They do not explain how knowledge has been enhanced or increased which could only be determined using pre- and post-activity evaluations. The use of these tools according to them has been suspended because they were perceived to be ineffective and took up too much time. Unfortunately, no alternative means to measure the increase in public awareness as a key program indicator was instituted. It is vital for change in public awareness to be documented and determined as a metric for program effectiveness. It could also provide instructive leads when crafting and refining future public education campaigns.

Led by its Advocacy team, CAMELEON organized forums, conferences, and media guesting to maximize opportunities to share its vision, mission, and agenda for child protection. When the pandemic hit, some of the activities shifted online including lectures and workshops. The team also created “*Tita Tonya of CAMELEON*,” a series of videos hosted by an AP staff sharing useful tips on how to stay safe online. The series can be accessed via YouTube and Facebook. In CAMELEON’s YouTube, only one video was posted with 102 views and two likes. Created in 2013, the channel has 142 uploads and 549 subscribers. Social Blade, a YouTube analytics tool, gave the CAMELEON channel a C+ rating, suggesting the need to upload more content to gain greater visibility and achieve more milestones.

The organization’s Facebook page appears to be more dynamic. The six *Tita Tonya* videos posted in the page has generated more than 6,500 views with almost 500 reactions and a couple of hundred comments. The page also contains full length documentation of CAMELEON’s continuing advocacy activities on reproductive health and child sexual abuse awareness and numerous snippets of transformative testimonies from beneficiaries. The mass media also became a crucial ally in advocacy efforts because of their capacity to influence and shape public opinion. Reaching out to the public using different channels and platforms is necessary since child sexual abuse remains to be a serious concern in the Philippines.

Table 14 shows the number of rape cases in the program area for the past six years. There are different ways to interpret this number. First, it could mean that the public education campaigns, considered preventive measures, fell short in combating cases of sexual abuse. Second, it could be interpreted as an indicator of change since people and communities reached by the campaigns are internalizing the value of child protection and are more inclined to report cases of abuse. A partner from the Philippine National Police (PNP) seems to agree with this interpretation. She observed that the quad-media campaigns have cultivated public recognition of the importance of child protection and the problem of child sexual abuse, an observation also shared by PLs as discussed above. Thirdly, this number is useful for reporting purposes but does not reveal trends, the reason being (a) the baseline information that can serve as the basis for establishing or determining a trend is not available, and (b) the prevailing negative stereotypes about sexual abuse discourage many victims from disclosing their ordeals. A clear set of procedures, standards, and personnel training for law enforcers may be relevant in this regard.

Moreover, CAMELEON may want to rethink its child sexual abuse prevention agenda since the organization does not have enforcement and litigative capacity. It has to rely on reports and actions of local authorities with protective services mandates before it can officially intervene. It can work with these authorities to develop standards of identifying, reporting, documenting and handling of cases rather than putting itself in the foreground of prevention efforts.

Table 14. Rape incidence in the program area, 2016-2021.

Municipality	2016	2017	2018	2019	2020	2021	Total
Bingawan	0	2	5	5	0	4	16

Municipality	2016	2017	2018	2019	2020	2021	Total
Passi City	15	4	4	16	18	9	66
San Enrique	6	7	4	3	4	5	29
Iloilo City	20	26	26	27	22	22	143
Total	41	39	39	51	44	40	254

Source: Philippine National Police, Regional Office VI.

That the number of cases is abetted by contextual factors is indicative of the need to strengthen protective services programs for children as deterrents to child sexual abuse and expand gender sensitivity campaigns to challenge oppressive patriarchal structures. There is an exigent demand for these programs given the emergence of new sources of risks due to information technology, social media, shifting political regimes, and climate change. A recent study published by United Nations Children’s Fund (UNICEF) finds that the Philippines has emerged as the center of child sexual abuse materials production in the world, exposing Filipino children to an egregious form of violence known as Online Sexual Abuse and Exploitation of Children (OSAEC). Poor enforcement and actions that seem to normalize sexism and violence compound the situation. Meanwhile, disasters caused by climate-induced hazards exacerbate the vulnerability of displaced children to further abuse. To keep itself au courant with the evolving context and reality, it may be contingent for CAMELEON to review and update the content of its advocacy agenda so that it remains responsive to the different challenges and needs of groups and individuals that it wants to serve.

b. Local integration and linkage building

At the level of community partners, it has been shown that CAMELEON’s programs and initiatives have contributed to the protection of children’s rights by drawing attention to the issue of child sexual abuse and the factors leading to or surrounding the abuse. Local government partners shared their appreciation for CAMELEON’s work since it heightened the community’s awareness of child protection, making local officials more conscious of the need to dispose of their authorities or resources accordingly.

As discussed previously, CDP partner barangays reached by advocacy campaigns recognize the value of constituting the Barangay Council for the Protection of Children (BCPC) and ensure that budgetary allocations for children and youth (through the SK) are properly utilized. Advocacy activities also pushed for the strengthening of protection councils at the municipal and city levels. Passi City credited the completion of its Children’s Code to CAMELEON’s technical support. A Municipal Social Welfare and Development Officer (MSWDO) from a partner LGU articulated that there is a high level of awareness about CAMELEON and what it does, stating, *“we are thankful for their contributions to child protection, particularly when it comes to rehabilitating sexually abused children.”*

Capitalization for child abuse prevention allowed the organization to cast a wider net. CAMELEON’s commendable track record encouraged partners from the municipal and city governments, schools, government agencies, and NGO networks to open their

doors, affording it an important platform for advocacy. Years of experience also enabled it to demonstrate its capacity to provide quality service to girls survivors of abuse and underprivileged kids and their families, filling a huge gap in the government's protection and welfare delivery systems. Its willingness to spend for child protection and welfare stands as a clear manifestation. It sets aside an annual budget of PhP120,000.00 for the rehabilitation of girls survivors of abuse, inclusive of a holistic approach to treatment package (see Box 1) to accelerate the process of healing.

Many LGUs, however, may find this investment to be quite steep vis-a-vis their annual national income shares (Table 15, column c). As mandated, LGUs from the province up to the barangay level must allocate at least 1% of their annual Internal Revenue Allotment (IRA) for children, senior citizens (SC), and persons with disability (PWD). Additional resources can be secured from the SK Fund, but most of the time, they are also earmarked for youth development programs. While CAMELEON's spending figure may appear to be beyond the fiscal orbit of many LGUs, the numbers in Table 15 (especially Column g) should not be taken at face value. IRA is allocated separately per LGU and this matter is worth examining as part of constructive engagement and dialogue following local authorities' transparency and accountability. Identifying local child rights champions is also key. They can serve as CAMELEON's eyes and ears in the LGU who can help influence and cultivate local leaders' commitments to child protection using demographic, rights, and policy arguments.

Table 15. Estimated 2020 spending for children in the program area.

LGU (a)	Income Class (b)	2020 IRA Share* (c)	2020 Children's Fund** (d)	Pop. (2020) (e)	Estimated Children's Pop. + (f)	Estimated Budget/ Child** (g)
Bingawan	5 th	80.79	0.807	16,164	6,465	124.96
Passi City	4 th	640.91	6.409	88,873	35,549	180.28
San Enrique	3 rd	119.89	1.198	39,911	14,764	81.2
Iloilo City	1 st	1,135.70	11.357	457,626	183,050	62.04

Sources: DBM & PSA.

Note: Year 2020 was chosen due to the availability of official national census data on Philippine population; * IRA in millions of PhP; **Computed as 1% of the IRA, in millions of PhP; +Computed at 40% of the total population (based on standard estimates) in 2020; ++Derived by $\frac{d}{f}$, in PhP.

The Phase 2 Log Frame shows the activities and the quantitative targets of CAMELEON for child protection in the area of advocacy, e.g., the number of local governments that it needs to reach and train, and the number of protection councils it intends to help set up. However, a detailed examination would reveal the need to make these targets more coherent to make sure that they are aligned with the specific and general goals of the program. It would also be interesting to see how local governments reached by the advocacy campaigns were able to convert the soft intervention into hard outputs as they appear in the list of programs, projects, and activities (PPAs) in the Annual Investment Program (AIP). PPAs included in the AIP act as concrete proof that local governments are fulfilling their mandatory child protection obligations. A

more transparent reporting of this output would be helpful in the process of gauging the local governance integration aspect of the Advocacy Program.

With the new normal fostered by climate change and the unforeseen shock of the global pandemic, it is incumbent upon the organization to exercise greater flexibility in delivering its programs and services, without compromising commitments with donors and partners. The national lockdown triggered by the COVID-19 pandemic hit Phase 2 six months into its implementation and the AP, given the nature of its activities was most adversely affected. It may be challenging to come up with timely and cogent solutions given the unprecedented context, but open and direct communication with partners and donors is a requisite measure to alleviate COVID-19-triggered confusion and stress. Dialogic guidance helps create an atmosphere auspicious for instilling motivation and positivity while downplaying stress and anxiety. With more cases of zoonotic diseases on the rise alongside prevailing public health guidelines and climate-induced extreme events, CAMELEON needs to re-evaluate its face-to-face advocacy activities without compromising target outputs and objectives. For example, it can invest in innovative, creative, and remote strategies in bringing information and knowledge to its target audience.

Beyond soft initiatives, CAMELEON could actively engage partner communities, municipalities, and cities in hard activities to influence local planning and budgeting practices. It can explore, as a good entry point, the Seal of Good Local Governance (SGLG), a mandatory annual review of local governance performance. Given its experience and expertise, it can work with the Department of Interior and Local Government (DILG) by extending technical assistance to refine or strengthen children's agenda to conform to the SGLG expectations. Additionally, it can work with LGU partners in localizing national priorities for child protection including the newly legislated RA 11648. CAMELEON can leverage its experience to help LGUs in improving the quality of child protection services provision by looking beyond the numbers and into the quality and strength of services and outcomes rendered.

CAMELEON's advocacies are recognized not only in the province but in the whole region. As an officer of the Commission on Human Rights (CHR) Region VI put it, *"CAMELEON has always been at the forefront of the fight against child sexual abuse [exerting] a lot of effort and resources in the campaign to revise the penal code, particularly on statutory rape."* It provided case stories and hard evidence that eventually convinced lawmakers to pass RA 11648.

Before 2019, CAMELEON's advocacy activities gained national recognition. The VCC became the first national winner of the Ten Outstanding Youth Organizations (TAYO) award given out by the National Youth Commission (NYC). Its advocacies also reached the international stage when its advocacy leaders joined the Winter Youth Assembly of the United Nations in New York to share experiences and exchange ideas and initiatives. In 2020, the organization was designated as the regional coordinator for the Child Rights Network (CRN), a member of the Civil Society Organization of the Convention of the Rights of the Child (CRC) Coalition, and Chair of the NEDA's Social Development Committee (SDC). It also became a member of the Area Based

Standards Networks-Panay Cluster (ABSNET), the Iloilo City Council for the Protection of Children, the Iloilo Provincial Council for the Protection of Children (IPCPC), the Iloilo Children's Welfare Foundation (ICWF), Bata Muna Network, and the UGSAD Regional Gender Resource Center based in UP Visayas (UPV).

CAMELEON's presence in these networks carries a strategic advantage. It can provide empirical evidence and practical inputs in policy advocacy and lobby at the national level to reform existing policies, craft new ones or strengthen the mechanisms for policy enforcement. At regional and sub-national levels, it can translate its chairperson-ship in the NEDA-SDC into efforts aimed at integrating the child protection agenda in the Regional Development Plan (RDP), while it can utilize its membership in the IPCPC as an opportunity to incorporate the same agenda in the Provincial Development and Physical Framework Plan (PDPFP). At the city and municipal levels, CAMELEON can revitalize its presence in local protection councils so that child-focused agendas are considered in long- and medium-term plans including the Comprehensive Land Use Plan (CLUP) and the Comprehensive Development Plan (CDP). It can develop resource and cost-sharing arrangements with civil society or NGO partners as it builds stronger and broader constituencies for child protection. Partnership with the academe can be explored for research and documentation purposes, with the intent of building a body of knowledge about child sexual abuse and child protection to enrich discourse and praxis.

2.4. 25 years strong: Untangling CAMELEON's governance

Key Result 4: *Phase 2 enabled CAMELEON to provide continuous service to target clients and partners but it encountered efficiency and timeliness concerns in program implementation. This IE argued that organizational processes must remain au courant with and responsive to the challenges internal and external to the organization. Improving institutional and operational systems is key to sustainability, enhancing prospects for replicating the CAMELEON model in other Philippine regions.*

CAMELEON's expertise on child protection, particularly rehabilitation of girl survivors of sexual abuse is widely acknowledged by pundits from the government and non-government organizations, locally and nationally. Its three-pronged approach has proven to be effective when it comes to healing survivors of abuse, improving access to educational services, and spreading knowledge and awareness about the importance of child protection. However, it is essential for CAMELEON to continuously innovate and improve to stay conversant with emerging challenges.

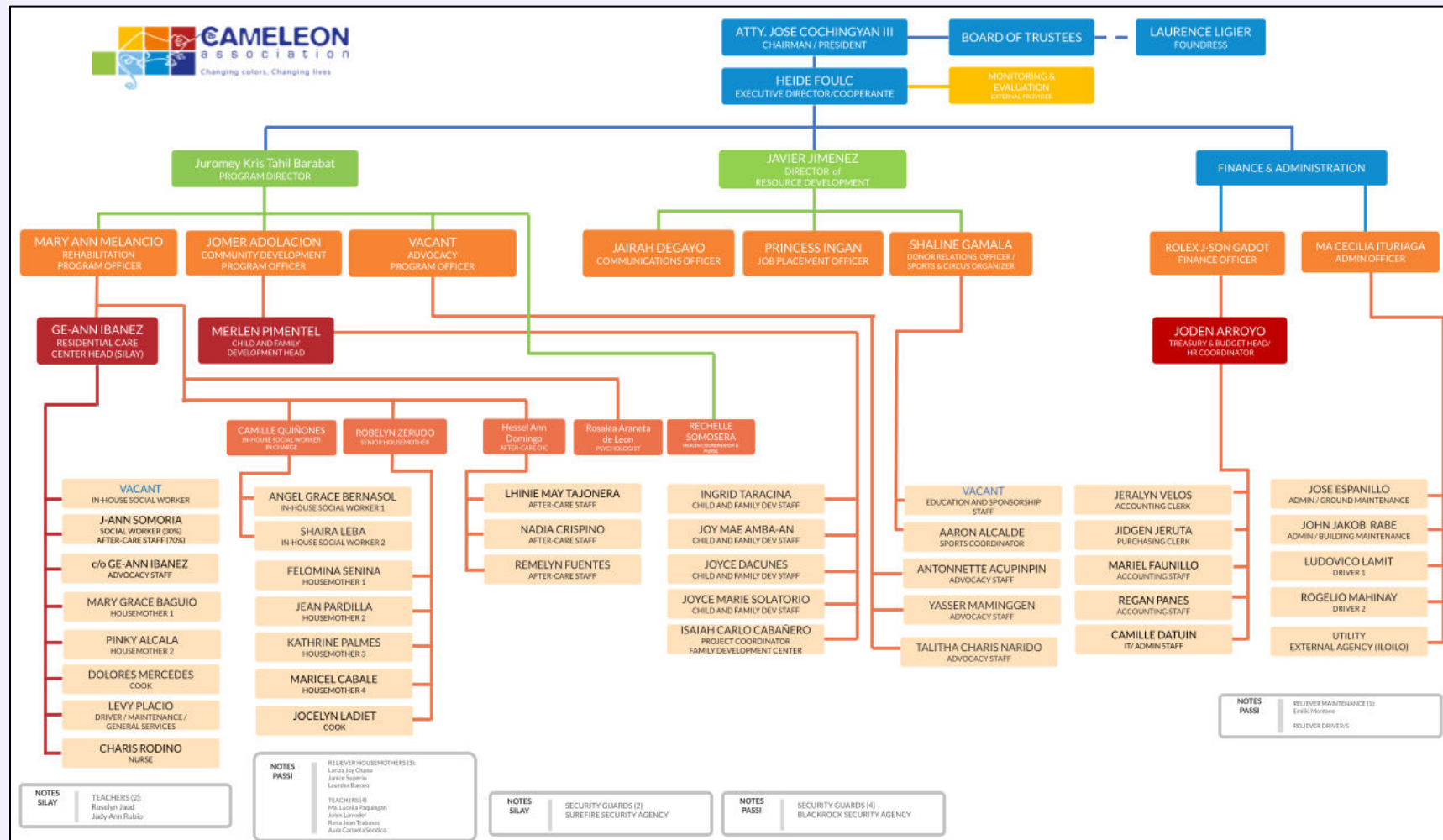
Innovation and improvement needs to start at home. Fundamentally, CAMELEON needs to untangle in-house governance systems and processes that impinge on organizational dynamics to determine how they cohere with the vision, mission and values and relate with program implementation, management and performance. Untangling is critical so that systems and processes are attuned to the organization's concurrent situation and foreseeable future while sustaining decades-long gains. Accordingly, it could identify areas that need strengthening or further development.

The process is a critical jump off point for program sustainability and can serve as basis for potential replication in other regions of the Philippines.

CAMELEON's longevity in child protection and rehabilitation of abuse survivors have reaped enormous social capital and positive reputational returns which it can leverage as a resource moving forward. Although longevity may imply stability, it does not necessarily guarantee sustainability. In fact, without careful regard and consideration, longevity could consign the organization into a culture of repetition that could trigger complacency and organizational inertia, and stifle innovation. Such concerns can lead to flagging commitments, or even low morale and can be inimical to the overall organizational health in the long run. A practical change management strategy may be useful for the organization to stay head and shoulders above prevailing concerns and prospective challenges, especially as it anticipates a fresh mandate from donors.

As designed, Phase 2's overall goal directly echoes the organization's vision. CAMELEON hopes to achieve this goal through (1) care, protection, and sustainable reintegration of girl survivors of abuse so that they become autonomous individuals and active actors of change; (2) sensitization and active involvement of families, communities, and local institutions in the fight against sexual abuse and the promotion of children's rights; and (3) an efficient local management and good organizational governance to convey the fundamental values of responsibility, dignity, courage and commitment. The first objective encapsulates activities under the Rehabilitation Program and sets out to care and prepare for the rehabilitation and autonomy 180 girl survivors of abuse. The second objective subsumes activities under the Community Development and Advocacy Programs, and envisages to involve young people, families, and local institutions in their communities in the fight against sexual abuse against minors. The third objective comes with the expectation that CAMELEON will have to fund at least 30% of its programs and operations from local sources. A complement of 48 directors, program officers and staff members, in addition to the Executive Director (ED) work together to implement Phase 2 activities (see Figure 3). To initiate the untangling process, this IE reviewed organizational records and reports, interviewed key personnel from ACF and CAMELEON, including members of the Board of Trustees (BOT), and engaged staff members in a focus group discussion in Passi City. Additional data were derived from key informants that included individuals who are currently and/or previously connected with the organization. References to organizational governance shared by other research participants in the CDP and in AP have found their way into this section. Six areas were taken into consideration including (1) governance and legal structure, (2) financial management, (3) administration, (4) human resource system, (5) program management and performance, and (6) organizational management and sustainability.

Figure 3. Organizational Chart, CAMELEON Association, Inc., Philippines



a. Governance and legal structure

CAMELEON's governance and legal structure appear to be well-established and provides a solid basis for management and operations. For the past 25 years, the organization remains faithful to its call to action for children, although its vision that *"aspires to a world without sexual violence"* can be construed as a product of vigilance upon seeing that many street girls it originally intended to help were sexually abused. Noting the absence of institutions that handle survivors of abuse and the big gap in professional services provision for them, the organization's progenitor redirected its focus. Since then, CAMELEON became synonymous with action and service for girl survivors of sexual abuse, making it an integral marker of its identity and brand. As perceived by three key stakeholders, *"Cameleon is very successful in taking care of the needs of the abused children – and the mark is very concrete and tangible. [Its] uniqueness as compared to other organization is that it is foreign funded so there is an assurance of continued support and [it] really did great in accomplishing its mandates that it even expand more assistance such as community development, scholarship. The holistic approach is very unique ... this scheme is not offered by other NGOs."* The vision is operationalized through the mission that (1) protects and supports victims of sexual violence in the Philippines, (2) encourages beneficiaries' autonomy and the socio-economic development of families, (3) trains and accompanies beneficiaries and encourages them to get involve in child protection actions, (4) raises awareness of the public to promote children's rights and combat sexual violence, and (5) advocates for children's rights and against sexual violence to local, national and international institutions and the media.

Clear and specific vision and mission statements directly express the organization's intent for action and change, and these are shown in the organization's website and printed documents used as accompaniments to reports published annually. Moreover, they are pertinent to the organization's current purpose or aspirations and consistently considered in the design of programs and in decisions and actions. Given the deep structural and cultural rootedness of child sexual abuse, it is anticipated that the organization's vision and mission will remain relevant in the foreseeable future.

CAMELEON is actively compliant with national and local laws. Based on interviews, it has good awareness of its obligations under its licenses and permits, national and local tax, labor, occupational health and safety, environmental, and other laws, and consistently strives to achieved full compliance with these laws. It is registered with the Securities and Exchange Commission (SEC) and the Department of Social Welfare and Development (DSWD). It is also accredited by the Philippine Council for NGO Certification (PCNC). Government accreditation is a requisite so that it can have the legal authority or license to provide care services and intervention to child survivors of sexual abuse and welfare support to socio-economically disadvantaged children and their families. Compliance to laws is a basic consideration according to one interviewee so that it can legally have the mandate deliver service while also earning the trust and confidence of beneficiaries and partners.

Looking at the 2021 organizational chart, the full staff complement of CAMELEON stands at 48 employees. This number does not include members of the BOT, the newly constituted rehabilitation team in Silay City, Negros Occidental, and the relievers like security guards, drivers, and housemothers. The head of the organization is the Chairperson/President who also presides over the BOT. The ED reports directly to the Chairperson/President, and exercises direct supervision over all staff members (including those stationed in Silay). This IE considers the Iloilo-based organizational structure only.

The structure has three divisions: Programs, Resource Development, and Finance and Administration. The first two are each headed by a Director, while two Officers (i.e., Finance Officer and Admin Officer) handle finance and administrative concerns separately. The Programs Division has four subdivisions that correspond to the three main programs (Rehabilitation, Community Development, Advocacy) and one overarching service function (Health). Headed by the Program Officer, the RP has the biggest share, at 30% (15 individuals), of the total staff complement. Six staff members are assigned under the CDP (including the Program Officer) while AP has the same number. Currently, there are two vacancies in the Programs Division (Programs Director and Advocacy Officer). Two key staff members are also due for retirement next year.

The Resource Development Division has the slimmest staff complement with only five composed of three Officers in charge for Communications, Job Placement, and Donor Relations respectively. The latter doubles as Sports and Circus Organizer, aided by two staff members. Currently, there are two vacancies in this division including the post of the division's Director and the Education and Sponsorship Staff under the Donor Relations Officer. The Finance Officer oversees the six staff members including the Treasury and Budget Head who assumes an additional role as the HR Coordinator. The Admin Officer supervises five staff members.

The organizational structure is not fully discussed and reflected in the 2019 Operations Manual which only highlights the systems and procedures for the RP. Manuals CDP and AP as well as for other Divisions, i.e., Resource Development and Finance and Administration are not available.

The organizational chart is a good way to visualize reporting relationships and roles of each division. CAMELEON's structure appears to be relatively flat, which is typical of small organizations. In the structure, most layers of management are cut out, emphasizing the close relationship between the upper level staff (directors, program officers) and other employees. The advantage of this kind of structure is that the staff may feel a stronger sense of teamwork (CAMELEON treats its employees and beneficiaries as part of the family), although issues may occur because fewer people are doing the work. Indeed, the staff shared that they feel the heavy workload and the stress that go with it. They hopes that a review of the organization will be carried out to refine and streamline responsibilities and tasks. Those who joined the FGD explained, *"There are many things to comply aside from our main functions such additional workloads like report preparation, meetings, activity proposal preparation,*

liquidation of expenses, among others. [They] consume significant time and efforts.”

To put this in more concrete terms, a CD staff is assigned to coordinate work with five clusters including 82 scholars. Keeping regular contact with scholars is a challenge considering that each scholar has unique needs, problems, and issues. The staff is also expected to prepare progress report and keeping track of the families, barangay officials or community leaders.

Notably absent in the organizational chart is the ACF which provides major financial and backstopping support to CAMELEON. The head of the AFC, who is also the organization’s founder is visible in the chart, connected through a broken line with the BOT, which could mean as a secondary line of authority over the BOT, although she also sits as there as a member. There is need to clearly locate the ACF in the organizational chart given its strong influence in program design and development, decision-making, and other vital aspects of organizational management. CAMELEON is supposed to operate as an autonomous organization but from the interviews, there seemed to be a muddling of authority with ACF. Drawing clear lines of authority is critical to define operational boundaries so that ACF and CAMELEON would know where their authorities, accountabilities or responsibilities begins or ends. Some interviewees, however, get the looming influence of ACF: CAMELEON has been heavily dependent to ACF for funding throughout its lifetime and without the latter – and the founder – it still cannot stand on its own.

The BOT is vested with authority to conduct the organizations business and policies. The Chairperson/President heads the 11-member Board. Members are drawn from different fields/professions including law, business, and the academe, based on the criteria prescribed in Section 2 of the Constitution and By-Laws (CBL). A BOT member since 2016 interviewed for this IE shared, *“I think I was sought to be a member because ... [of my profession]. A friend... who was previously a member ... recommended me. I was interviewed by the top management ... [and] now I am a member of the BOT.”* Most of the board members are private citizens running their own firms, and a few are working with the government. Four members reside outside Iloilo.

BOT members are invited to the organization to bring relevant knowledge and experience, provide guidance, support, and oversight to the organization’s staff and operations. Membership is purely voluntary, and members’ services are free of charge. From the interviews, it can be inferred that the term limits are not defined, and the member can serve continuously until s/he puts in writing an expression to resign. The board meets every quarter for updates, but it appears that their presence could benefit from a more proactive engagement. Staff members expressed *“we will also appreciate if the BOT could be with us so that we can interact with them on policy issues.”* One interviewee offered the same observation, saying that since members *“do not go to the field, [they] do not seem to know well enough what CAMELEON is. ...its holistic approach ... and why [it] works well.”* There are those who expressed concern that without adequate interaction with the BOT, some of their decisions or actions may be uncongential to their situation on the ground.

There is another side of this narrative that gives a contrasting impression. The desire to provide technical guidance is there but sometimes there are limitations. One interviewee related that programs and activities are discussed in BOT meetings but providing input for the organization to do better or improve is not as straightforward because, *“we need hard numbers ... there [are] no real data or numerical figures presented. That’s what we wanted to see.”* Another interviewee commented on the manner by which meetings are conducted, noting that they find it tricky to introduce policy or programs because the items being discussed or presented are *“already in the box [and] all set for implementation.”* They observed that there is *“less exploration of future activities”* as meetings proceed in business-like manner. This observation was confirmed in another interview, with the participant saying *“I was not really involved in planning. I just attended the BOT meeting, read the agenda ahead of time and provided my ideas during the meeting.”*

To optimize involvement and expertise, it may be helpful for members to have a good written terms of reference and understanding of their functions and have a reasonable, defined term limits. Open and transparent procedures for electing or appointing and removing members and officers may also be considered. If it is difficult to bring them to the field because of their other workload and schedules, program beneficiaries and even staff members can be invited to join BOT meetings so that they can share their experiences and issues and be given the opportunity to directly communicate them. BOT members can also be invited to join special events and activities where they can interact directly with partners and networks to further expand their grasp of CAMELEON’s operations.

The ability to continue smooth operations and program management in the event of a loss or change in leadership can be construed as critical aspect of organizational governance that needs strengthening for it could determine the future of the organization. CAMELEON presents an incredible account of human compassion that morphed into a life-long mission, and it has always been the dilemma of the organization’s founder to find individuals who manifest similar levels of compassion to support and sustain the mission. This dilemma, to some extent, is justified.

Practitioners and expertise on rehabilitation of sexual abuse survivors and child protection is limited and concentrated mostly in Metro Manila or in major urban centers where demand for their services is higher and better compensated. It is difficult to attract qualified individuals to work in backwater areas (like central Iloilo, for example) despite the actual need. More concretely, initial plans to Filipinize CAMELEON, i.e., staffed 100% by Filipinos, and autonomous in terms and operations from its French counterpart have been put off because local capacities cannot seem to meet desired expectations. To illustrate, previous Filipino ED hires did not stay long, presumably due to less-than-ideal skill set vis-à-vis the wanting competency of available staff, heavy workload, and split work arrangements in Iloilo and Passi cities. However, one interviewee diffused this concern, arguing that, *“The team in place for me is very qualified to do the work. Very committed. In all the departments of CAMELEON, I was really impressed by their capacity to work, their willingness to work, their commitment, no one is neglecting his work.”*

A former employee shared that what attracted her to CAMELEON is the strong mission type of work it undertakes, and had her circumstances not changed drastically, she would have opted to stay. *“The demand is high, but the nature of work is meaningful, and my experience contributed a lot to my professional and personal growth,”* she added. Other employees shared personal accounts of transformation as reasons why they stayed. One of them described the impact of her work, declaring *“It served as an instrument to fulfill my purpose, personally. It gave me an opportunity to be in the mission. I saw the purpose of my life here at CAMELEON. I can say that what we are doing radiates to other partners and we reap appreciation and modeling from them. It gave them the opportunity and the venue to learn too. And we collaborate with them towards a common vision.”* Another conveyed her joy looking at the positive changes happening at the communities and the families they serve, saying that her work made her *“consider CAMELEON as my home [and] ... hearing the success stories of our beneficiaries give me great satisfaction.”* A staff who does advocacy work echoed a similar sentiment, *“I felt the joy in educating girls that they have rights and inculcating to them the value of upholding other people’s rights.”*

An approach to work that promotes rather than deter mentorship can be considered as a strategic response to the above-mentioned dilemma while also establishing the building blocks for succession planning. A good succession plan will enable the organization to survive without the current leadership and will not seriously compromise scale, efficiency, and effectiveness and operations and programming. Conversely, it can be trying for the organization to adapt to change or transition into a different phase on account of disruptive forces and shocks if a succession plan is absent or weak. CAMELEON has invested in staff training and upskilling. It might as well devise mechanisms to cultivate a more encouraging workplace that dispenses acknowledgement or reward when are due and provides a clear path for staff for career growth and advancement.

b. Financial management

Through the years, CAMELEON established the fundamental components of a functional financial management system and cost sharing arrangement, but these need further refinement and strengthening. To date, it continues to depend on ACF to fund its programs and operations with more than 90% of the funds in 2020 coming from international sources (see Table 16).

Table 16. CAMELEON’s capitalization from foreign and local sources (in PhP millions).

Sources	2016	2017	2018	2019	2020
Foreign Sources	30.613	35.803	34.396	33.435	51.060
Locally Generated	3.323	1.236	NDA	10.001	3.260
Total	33.936	37.040	NDA	43.436	54.321
<i>Local %</i>	<i>9.79%</i>	<i>3.33%</i>	<i>NDA</i>	<i>23.02%</i>	<i>6.00%</i>

Source: CAMELEON ANNUAL Reports. NDA means no data available.

The organization has two general sources of funds: foreign and local donations. An examination of available data shows that from 2016 to 2020, the In-House and After-Care programs have an average percentage allocation of 44% with monetary values ranging from PhP 12.7 M to PhP 21.6M. This allocation is consistent with the priority program to heal girl survivors of sexual abuse.

For Phase 2, CAMELEON has committed to generate at least 30% of program funds locally, a nod to the standing intent of the funder to wean it away from foreign donors by demonstrating more fiscal independence and operational autonomy. In 2019, the organization fell short of hitting this target by 7%. The shortfall rose to 24% in 2020 amidst the COVID-19 pandemic. Some measures have been put up to improve local fund generation capacities particularly through the Resource Development Division. Unfortunately, the fund raising scheme initiated did not come into fruition as the personnel hired purposely for the job resigned, citing health reasons. To date, the Division's Director post remains vacant since the management finds it difficult to secure the right expertise and commitment for the job. With the expansion of rehabilitation services in Silay City, it is exigent for CAMELEON to fill the post and even expand the Division's portfolio of staff and functions so as not to overstretch and overload the already slim staff complement.

Similarly, cost-sharing arrangements with LGUs to support the rehabilitation of girl survivors of abuse are not producing the desired results. Some LGU partners are not promptly fulfilling their commitment while others find it difficult to set aside the agreed amount (PhP10,000.00 per girl annually) given bureaucratic and budgetary constraints.

As CAMELEON ramps up its efforts to generate more local resources, it should take into consideration the economic and cultural differentiation between donors from the northern and southern countries. Since the Philippines is not totally out of the woods from the pandemic-triggered recession, inflation, and rising cost of living, it may need to roll out a carefully packaged fund raising and marketing strategy, establishing all the necessary evidence to drive home the urgency of intervention. The culture of giving in the country is different than in northern countries with aid for kins and extended families taking more premium over non-consanguineal ones. CAMELEON's in-country operations should also anticipate the potential implications of the war in Ukraine and shifts in global geopolitical alignments to the flow of aid and donations from Europe to other regions, including the Philippines. Ramping up of efforts could mean shopping for more donors, i.e., outside Europe, through an aggressive program and proposal development. CAMELEON may want to start developing a directory of child-centered donors that hold the validity of child protection, particularly the rehabilitation of sexual abuse survivors, dear.

Cost-sharing schemes with LGUs can be revitalized by updating memorandum of agreements or understanding and by exercising creativity and flexibility in locking up counterpart support. Alternative sharing arrangements, e.g., in terms of goods (rice, groceries, etc.) and services (do-day activities of LGU personnel in the center or

fielding of LGU volunteers with skills or expertise that CAMELEON needs), can be instituted if monetary shares are tricky to secure.

In-house budgeting processes can also be reviewed and refined. One of the former EDs reached for this IE articulated that one of her biggest challenges during her tenure was to reorganize the finance because the system was so complicated. *“I simplified it ... there were more than 700 accounts in the accounting system, it was crazy. No one could understand nothing,”* she shared. One of the interviewees confirmed this observation, stating that there are so many accounts, and that it is hard for them to keep track of incomes and expenditures. A suggestion to open donation portals through a partnership with a bank to streamline the flow of donations has been made but it has yet to see the light of day.

Heavy workload also contributes to the challenge. An employee related, *“There are so many intervening works that lead to overload. In accounting and finance, funds are managed on a per project basis, thus, targets and activities are prepared per project. There are instances when funding is downloaded for implementation within the middle of the tranche cycle with specific requirements, reports, and parameters. This practice compounds the complexity of financial activities.”*

To strengthen the organization’s financial management, CAMELEON could consider to: (a) assess the ability to budget and plan financial resources; (b) assess the ability to record and report revenues and expenditures in an accurate and timely manner; (c) assess whether there are adequate internal controls to safeguard funds and check the accuracy and reliability of accounting data; (d) assess whether bank accounts properly separate donor and project funds and personal funds and bank records are properly reconciled and reviewed; (e) Assess whether the organization has a routine reporting system for financial information and is able to meet various donors’ financial reporting requirements; (f) assess the policies, procedures, and practices for generating financial statements that meet the needs of the organization and comply with government and donor financial reporting requirements; and, (g) assess whether the organization has systems to track, report, and document cost sharing and meet the cost sharing requirement in their agreements with various donors’ regulations.

c. Administration

Administrative concerns that came out of the interviews and discussions point to concerns regarding the soundness of information technology (IT) policies, procedures and systems, and staff compliance, and matters that relate with fixed asset management.

ACF has been advocating for a better IT system, but results are not as forthcoming. Organizational files, including the sensitive ones, are currently stored in local workstations, making them prone to loss and theft. An IT guy has been hired before to set up the server and install a system, but the rate of utilization and compliance tends to be low. The p-cloud system that has been put up to facilitate file sharing has been hardly used.

The absence of a good IT system has implications on timeliness, efficiency, and data security. An iterative IT training may be in order for the staff, but this should come after commensurate consultation and assessment. Moving forward, CAMELEON could look into the process of formulating an IT policy and procedure in a participatory manner considering available skills, competencies, and equipment. Mechanisms should also be put in place to ensure that these written policies are regularly updated and constantly followed.

When installing the IT system, CAMELEON should see to it that it is: (a) capable of serving expected growth in the staff size over the next year or so; (b) networked; (c) based on good hardware and legal software; (d) supported by good skills of IT staff or users and frequent, regular training on IT security, policies, and applications; (e) secure from malware and security breaches; (f) rarely affected by unreliable grid electricity due to sufficient generator equipment and fuel; and (g) regularly backed up on a frequent schedule. There should also be a good system for tracking laptops.

Fixed asset management relates to the soundness of policies and procedures for managing equipment and property and the degree of staff understanding and compliance. CAMELEON has a considerable set of physical property and assets located in Passi City, Iloilo City and Silay City. Real property assets have been acquired by way of usufruct (Passi City), direct purchase (Iloilo City) and donation (Silay City). In these properties stand the various structures and facilities that house CAMELEON's operations and services. Other than the daily wear and tear of these assets that can result to loss, destruction, and unserviceability (for equipment particularly), the threat of natural disasters like typhoons and floods should be considered in crafting the organization's management policies and procedures. Once written, this document must be (a) regularly reviewed and revised as needed; (b) consistently followed; (c) supported by inventory records. Equipment and property must be marked with inventory control numbers and ownership and calculated for depreciation according to standards when necessary.

d. Human resource management

For the past couple of years, human resources within CAMELEON took a hit due to staff turnover caused by poaching and resignation. Several eligible and trained staff members left for better paying jobs while others resigned due to health or family reasons. The systems and rules for employment, remuneration and benefits, use of facility and equipment, performance development, and code of conduct have been clearly laid down, but these did not guarantee long-term commitment of some employees. Accordingly, their departure affected office workflows, particularly in terms of operations and reporting.

A former employee described work in CAMELEON to be intrinsically rewarding and demanding. An employee, still actively serving, conveyed that it is *“Very humbling to witness that you are one of the factors that mold people [for them] to see what's right and what's wrong.”* And while intrinsic rewards are valued and appreciated, heavy

demands can take toll and create a desire for changing workplaces. For those who have difficulty in handling the pressure, the prospect of higher compensation in another organization which require less work appears to be the perfect way out. Employees explained, *“Staff turnover [happens] because of the need for stability, just and higher compensation, or better benefits.”* Those who opted to stay normally look beyond the financial rewards of their work and cleave more to the sense of fulfilment that CAMELEON’s mission kind of work carries.

Staff turnover is not new to CAMELEON. In the past, its Filipino EDs stayed on the average for only two years. Several trained staff in the Programs Division also left because of better offers. Compounding this issue is the organization’s difficulty in finding qualified individuals to fill in key positions including psychologists, additional social workers (given the new rehabilitation standard for issued by DSWD), accountants, resource generation personnel, IT and monitoring and evaluation officers, among others. CAMELEON’s location in Passi City has been identified as a deterrent to attracting more qualified workers. Human resource shortfalls create strategic barriers in program delivery imposing more work to employees. Thus, it became customary for the management to pile additional functions to existing staff, e.g., the Donor Relations Officer also acting as Circus and Sports Coordinator. As a result, the quality of work declines as the overloaded employee struggles to keep up with responsibilities, including deadlines and reports. Furthermore, staff turnover affects the image of the organization as it hints erraticism, observed by one partner. An interviewee from one regional agency partner explained, *“Fast turnover [sends a message] of low retention and discontinuity, making organizational visibility inconsistent and affecting accountability messaging in interagency partnerships.”*

Staff turnover may have no immediate solution, but it could be strategically useful for CAMELEON to assess the adequacy of staffing and job descriptions by looking into the organization’s systems for recruiting qualified staff, structuring staff positions, and developing and updating job descriptions to ensure that roles and responsibilities are clearly defined, understood, and relevant. Moreover, it can consider the establishment of key programs, technical, or finance positions while anticipating future needs, mandates and thrust. It is also critical for the organization to develop a robust recruitment and retention policy that includes dynamic opportunities for career advancement and salary increases. It is also vital to adequately identify and invest on staff professional development to match their skills and competencies with the changing realities and contexts.

e. Program management and performance

This aspect of organizational governance touches on due diligence concerns, technical reporting, and stakeholder involvement. Since the implementation of Phase 1, CAMELEON relies heavily on AFC when fulfilling due diligence obligations to AFD. In fact, the approved project proposal for Phase 2 names ACF as the project holder, i.e., main recipient or beneficiary, while CAMELEON functions as the implementing partner. This arrangement explains the need for ACF to exert a hefty influence over decision-making, programming, and operations in the Philippines.

However, care should be taken when operationalizing this work arrangement to ensure that the relationship nurtures rather than hinders. Nurture is more desirable since ACF already began the process of weaning CAMELEON by way of Filipinization. Still, it must be emphasized that the weaning process should be a mutually agreed undertaking, guided by clear expectations and accountability. Transitioning into full scale autonomy requires more than just direction but handholding that involves the participation of key individuals and positions at the level of management.

Way before AFD's support, CAMELEON's founder installed some mechanisms to work out the autonomy of Philippine operations. A big chunk of this mechanism includes the hiring of Filipino staff. Unfortunately, this effort did not pan out well. Several hired Filipino EDs cut their tenures short citing heavy workload, pressure, and difficulties in managing the split office set up (i.e., in Passi City and Iloilo City). The turnover of EDs had serious implications in the overall operation, with one interviewee describing, *"[When I came in], I tried to make the organization stay afloat again, hiring people and reorganizing the admin and finance.... I was happy to see an organization [and program] that were functioning well, [with] motivated people and beneficiaries really benefitting from services."* Other observations shared seem to indicate that the tied relationship with ACF could be an issue, describing that it was not always smooth since it hinders autonomy and impinges on local authority. One interviewee bemoaned, *"Sometimes the difficulty that we face is the interference of [ACF], especially in operations... [CAMELEON has] an ED, and his role and mission should be respected."* Counterbalancing this observation is the belief that ACF's presence is exigent to consistently prop the Program up, maintaining that CAMELEON still cannot stand on its own. Describing their ideal leader, some interviewees look for a person with compassion and heart to relate with staff and forthright in expressing appreciation, motivation, or critique. Although the leader's nationality never explicitly figured in the discussions, one observer lamented the colonial psyche of Filipinos that tended to prefer a foreigner ED, elucidating, *"That's not what I want to believe but some of them told me that when they knew that [a local is] taking over, they say that it may not work as well [...] maybe that's a cultural problem."*

One area of program management that CAMELEON may want to strengthen is on the area of technical reporting, monitoring and quality assurance. The basic mechanisms for the organization's ability to document activities and results for implementation, planning, and program development as well as reporting to donors are available but may need revamp for better coherence and consistency. The challenge in gathering information for this IE involved the compilation and putting order to differently formatted reports containing data sets that could benefit from better presentation and system. For example, baselines have not been clearly established and gender or age disaggregated data on beneficiary reach in the CDP and RP are absent. Information databasing also needs to match program indicators shown the Log Frame. It is imperative to store data and reports on cloud considering the IT-related concerns outlined above. Cloud storage could mitigate data loss – bound to happen when data are stored in individual workstations – especially when employees leave or resign.

Better data management can also mean clearer basis for program planning and development and easier facilitation of monitoring and evaluation.

Partner communities highly recognize the support provided by CAMELEON but the procedure to better clinch beneficiary participation and action can still be boosted. Documentary evidence validates the observation of scholars mentioned above about the tenuous nature of volunteerism among beneficiaries, including parents and scholars. In 2019 for instance, not all clusters undertake community outreach programs (only 4 out of 12) and clean up drive or tree planting activities (only 5 out of 12). The number of clusters sending volunteers for CAMELEON's grounds maintenance or beautification is also less than ideal. Stakeholder involvement for participatory planning and program development appears inadequately demonstrated.

CAMELEON's programs and activities are put into operation by funds released per tranche. One program cycle is equivalent to 36 months, divided into two tranches at 18 months each. In the past, program implementation has been reported to progress smoothly, but public health regulations triggered by the COVID -19 pandemic created a new operational imperative for the organization. A substantial percentage of activities set for implementation, particularly in the AP have been cancelled or postponed, affecting activity and finance timelines, and compromising efforts to meet targets. It is imperative for the organization to demonstrate stronger adaptive capacity to confront emergent challenges given its expanded coverage in Negros Island.

f. Organizational management and sustainability

This section relates CAMELEON's ability to do strategic planning, generate and share knowledge, develop linkages, and achieve financial sustainability.

The ET did not take hold of the organization's Strategic Plan which could mean that the roadmap for organizational management and operations is based mainly on the project-based Log Frame. A formal document indicating the strategic direction and agenda of the organization beyond the time frame of funded projects is important. A Strategic Plan is a demonstration of CAMELEON's capacity to evolve or adapt to changes and challenges. A risk mapping can be carried out to precede a strategic planning activity involving a review of organizational strengths, weaknesses, opportunities, and threats; the external environment and partnerships; and stakeholder needs, in preparing for the future.

Given the organization's longevity in child protection work, it also needs to demonstrate its capacity to identify good practices and lessons learned and develop linkages with other organizations and networks to improve the enabling environment, plan sector strategies and approaches, and share knowledge internally and externally. The CAMELEON experience has the potential to provide valuable insights for carrying out similar efforts in other regions or countries. ACF believes that the Philippine experience particularly with advocacy and youth ambassadors and the ecosystem for child protection in place can be beneficial to similar efforts in France. With expertise whetted through the years of experience, CAMELEON built and

continues to build a network with different organizations, manifesting a potential resource it could tap to help carry its agenda further. Frequently, the ED represents CAMELEON in many of these networks, a concern worth looking into as the organization expands its service area coverage in another region. The ED can bring an understudy into these networks to avoid the risk of overstretching capacity and focus.

CAMELEON also does well in terms of compiling snippets of success stories of beneficiaries by asking them to share their experiences, reflections, and wisdom. Shared inputs are featured in annual reports, publicity materials, and social media platforms. With its wealth of experience, CAMELEON has become an active interlocutor of knowledge and practice on the rehabilitation of survivors of sexual abuse, an asset that it can use to leverage resource generation initiatives including partnership development and linkage building.

Moving forward, it may be expedient for the organization to actively embrace its status as a child protection resource center in the Philippines by continuously leading efforts to build empirical evidence and body knowledge on social protection. The level of awareness about child sexual abuse remains heavily cloaked in secrecy and denial, making it difficult to objectively capture the extent of the problem or craft sound solutions. Protecting the identities, rights, and honor of survivors and their families is important, but it should not take precedence over efforts designed to curb abuse and violence and ensure healing, justice, prevention, and empowerment.

Using the advocacy platform, CAMELEON can extend the range of its message to more people by strengthening its online footprint and reaching out to communities, particularly in geographically isolated and disadvantaged areas (GIDA) where protective and welfare services are usually out of reach. Ongoing activities and strategies, including continuing partnerships with the education sector, can be upsized, or recalibrated to maximize reach. Partnerships can also loop in higher education institutions. To further strengthen the science and practice of child protection, seminars and conferences can benefit from more academic inputs and engagements. Mounting more exhibits and circus shows in areas where the public frequently congregates (the practice of bringing these into malls must be continued) is a good lead in efforts to reach out to more diverse audiences, especially to those who are less inclined to read reports or sit down in structured formal dialogues. Lobbying aggressively with national and subnational governments must be sustained. Successfully reforming a national policy is a high-level accomplishment for it provides instructive guidance moving forward. However, more work needs to be invested to ensure that local leaders and decision-makers breathe life into this policy where it is most needed. The organization must craft a clear advocacy plan to directly confront cultural, economic, and governance barriers to sexual abuse prevention and child protection.

With efforts to autonomize Philippine operations, it is expedient for CAMELEON to incessantly pursue efforts to fundraise or develop new business if need be. As mentioned above, generating local counterpart funding remains rather tricky, the reason why its local funding commitment to the donor is less than full. It can undertake a review of its ability to obtain funding as the first step toward financial sustainability.

If replication of the CAMELEON model is desired by way of franchising, the organization must demonstrate that both its three-pronged model for rehabilitation and financing strategy is tenable.

3. ANALYSIS: FACTORS AFFECTING ORGANIZATIONAL PERFORMANCE AND SUSTAINABILITY

3.1. Establishing the relevance of CAMELEON's work

Child protection is a complex concern that touches on issues related to morality, gender relations, culture, politics, and economics. It is also a difficult and sensitive subject matter, especially when rights violations, specifically sexual abuse and violence perpetrated against children, are examined. Yet, it is also a concern that needs urgent attention, easily justifiable by demographic, rights, and policy arguments. Children compose more or less 40% of the global population, a number that, by itself, should raise no questions when children's agendas are discussed. Besides, protecting children is part and parcel of their human rights. Children's rights and development agenda are enshrined in binding international agreements. A spate of national policies supports the protection of children's rights in the Philippines.

CAMELEON's pioneering work on child protection in Western Visayas, Philippines is seminal and laudable in several respects. It directly intersects with at least seven (7) sustainable development goals (SDGs) including:

- Goal # 1, on eradication of extreme poverty;
- Goal # 3, on ensuring good health and well-being;
- Goal # 4, on increasing access of children and youth to education;
- Goal # 5, on ending all forms of violence against women and girls;
- Goal # 10, on reducing inequality through social and economic inclusion;
- Goal # 16, on strengthening institutions that promote peaceful and inclusive societies to end abuse, exploitation, trafficking, and all forms of violence; and
- Goal # 17, on strengthening partnerships for sustainable development.

Although the locus of its actions is centered on the rehabilitation of girl survivors of sexual abuse, the complexity of issues surrounding the abuse means that CAMELEON contends not only with the outcomes of abuse but its structural roots and underpinnings. Work is not easy, but it successfully mobilized support from various institutions and groups, which it calls "branches of the family," in carrying the children's agenda for action forward. Along the way, CAMELEON has established a robust track record that, most recently, reformed a dated national policy by raising the age of sexual consent from 12 to 16 years old (through RA 11648). This groundbreaking accomplishment signifies the relevance and value of its work, underscoring the need for more programs and investments in child protection.

Child sexual abuse is a silent menace in many Philippine communities, a problem that has been going on for generations but seems to see little chance of abatement. Statistics remain unchanged. One in every five children still falls prey to sexual abuse. The

Council for the Welfare of Children (CWC) in 2018 revealed that almost 3 million children have experienced sexual violence, with more than 40% happening at home, perpetrated most of the time by relatives who are normatively perceived as protectors and carers. Child abuse cases are underreported at best or denied at worst. Meanwhile, the needs of abuse survivors, particularly those cases that were kept within the “private sphere,” are grossly underserved.

As the Philippines observed an uptick in numbers of child abuse due to the COVID-19 pandemic, the Police Regional Office (PRO)-6 in 2020 reported a countervailing trend, noting a 23.15% reduction of cases of violence against children (which includes child abuse, exploitation, discrimination, and rape) in Western Visayas. The top three areas where these cases happen also recorded reductions: Iloilo Province – 13.58% decrease; Negros Occidental – 21.55%; and Iloilo City – 25.19%. Still, these numbers are far from ideal. In 2021, in Iloilo Province alone, child abuse cases remain unabated at 199. More often than not, these statistics do not show the complete picture. The stigma attached to sexual abuse against children, vis-à-vis denial, shame, and the pervasive culture of silence, discourages many victims from disclosing their ordeal.

The fact that government protective services are lacking and unknown to many victims and survivors of abuse points to the urgency and relevance of initiatives akin to what CAMELEON does. Government and non-government partners validate this observation as they attribute better reporting of cases of sexual abuse to CAMELEON. The necessity for more consistent and sustained action bears repeating.

3.2. Appraising organizational performance

The preceding section established the value of CAMELEON’s capitalization, underscoring its contextual relevance and responsiveness in Western Visayas where cases of sexual abuse and violence against children remain underreported and unaddressed. It may have fallen short in reducing to zero the cases of child sexual abuse, but it got the attention and recognition of a wide range of duty bearers who now support efforts to heal survivors of sexual abuse, mitigate cases of abuse by addressing its root causes, and raising public awareness so that the broader society can be involved in child protection. Although its three-pronged strategy appears to be operationally stable, CAMELEON still needs to stand alert given changing contexts and emergent challenges.

In terms of impact, CAMELEON’s three-pronged intervention based on the survey, FGD, KII, and review of documents instituted important changes leading to (a) the transformation of 181 girl survivors of sexual abuse, (b) improved access to welfare services of at least 300 socio-economically disadvantaged scholars and their families annually, and (c) enhanced public awareness of sexual abuse against children and reform of a national policy related to child protection.

CAMELEON uses three interrelated strategies to boost its social performance: healing, to transform girls survivors of abuse by enabling them to move past their pain and trauma so that they regain self-control and lead normal lives; community development,

to mitigate cases of abuse by improving the access of poor children and their families to basic welfare service, particularly education and sensitize their communities in the fight against abuse and violence against children; and advocacy, to educate public the public about the evils of abuse and the sacrosanctity of children's rights.

In terms of environmental performance, CAMELEON's Phase 2 Program was contextually responsive locally, as well as nationally and globally (i.e., the Program significantly intersected with SDGs). All over the world (the Philippines included), societies continue to deny sexual abuse against children, looking at it as taboo and met largely by silence. Similarly, protective services for children are suboptimal. The challenge is formidable but CAMELEON's actions directly counteracted underreporting and underserving issues.

CAMELEON's economic performance may need urgent recalibration, especially in terms of generating local counterpart support for programs and activities across the board. It also needs to ramp up its efforts to secure a firmer commitment from government partners so that cost-sharing arrangements are delivered. Thankfully, robust support from ACF enables the organization to fulfill due diligence and reporting requirements.

Under the Rehabilitation Program, therapy, art workshops, social circus, education, and training, among others, facilitated the recovery and reintegration of beneficiaries. The search for justice, however, remains elusive for many girls, although perception varies on a case-to-case basis. It is acknowledged that seeking legal justice is important in the rehabilitation and well-being of survivors but others find the process too emotionally taxing and draining. A holistic formula for rehabilitation since 2016, facilitated the rehabilitation, recovery, and reintegration needs of 181 girl sexual abuse survivors. CAMELEON is due to expand the geographic coverage of its services in Silay City in the neighboring Negros Occidental province.

Activities under the RP are collectively recognized as instrumental in the transformation of sexual abuse survivors, enabling them to recover from the pain and convert their trauma into a force for positive change. Some of the survivors may still experience relapse but they also gained the confidence to take control of their lives and embark on new milestones, e.g., proceed with schooling, get college degrees, seek employment, or even build families.

The Community Development Program served at least 300 scholars and their families annually, ensuring access to education and improving family relations through empowerment, livelihood, and savings mechanisms. It transformed scholars and parents, enabling them to better perform family and community roles while also recruiting them in the fight against child sexual abuse and activities to promote children's rights.

At the level of individuals and households, the most common set of impacts created by the CDP is the economic, educational, and personal improvements in day-to-day living. Shifts in gender relations within households have likewise been observed. For

some parents, CDP gave them skills and improved their competency for leadership to embrace bigger community responsibilities, i.e., by getting elected as barangay officials. At the level of the community, CDP has been known to be a source of pride as it addressed deprivation, reduced cases of violence, and cultivated better peace and order situations.

The VCC- and CYHA-led Advocacy Program put children and youth at the forefront of the fight against child sexual abuse. Public education campaigns and media appearances contributed to public awareness enhancement while alliances and partnerships with government and non-government organizations further bolstered and broadened the constituency of support for children's rights and child protection.

AP has been deemed responsible for instilling positive change among advocates at personal, interpersonal, knowledge, and skills levels. AP activities carried out with institutional partners have successfully drawn attention to child abuse issues, heightening institutional awareness of, and spotlighting the advantages of partnerships for, child protection. These activities also established the importance of organizing local protection councils and mobilizing fund allocations for children although a separate study may be needed to determine how the functionality of local councils. CAMELEON's presence in regional and local development bodies and child rights networks also opened more latitude for constructive engagements with local governments for campaigns and advocacies to properly latch on. The successful reform of a national policy on children, i.e., RA 11648, capped AP efforts.

CAMELEON's governance and legal structure appear well-established and provide a good basis for management and operations. Factors facilitating organizational performance identified by this IE include:

- (a) *Strong track record.* CAMELEON is a recognized leader in child protection in the Philippines, particularly in Western Visayas. It is also known for the unique approach it uses to child protection, i.e., the three-pronged approach of rehabilitation, community development, and advocacy.
- (b) *Capable staff.* Staffing complement is robust for the Programs Division, especially for rehabilitation, the flagship program. Local staff are observed to be qualified and committed, and fully appreciative of CAMELEON's values and principles. Key staff skills are also present with some staff members possessing institutional knowledge and memory, useful for organizational change/reform. Longevity and experience mean that within the organization are child protection experts capable of providing technical assistance to local governments and other institutional partners.
- (c) *Fundamental organizational procedures in place.* The Operations Manual for RP guides in carrying out services following government standards. The Employee's Handbook outlines the conditions for the employment of employees and other vital procedures for operations.
- (d) *Capable BOT.* The organization is governed by the BOT, with members possessing technical expertise (from the fields of law, business, and the

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- academe) and drawn from different sectors, bringing relevant knowledge, experience, and expertise.
- (e) *Constant financial and backstopping support.* Robust and consistent financial backing is available, facilitated by ACF, which also provides technical backstopping support, to ensure that CAMELEON complies with due diligence requirements and other relevant commitments to donors.
 - (f) *Accessible partners' support.* Local financial and human resource support from the national and subnational governments is accessible. Strong, facilitative support from donors, beneficiaries, and partners can also be observed.
 - (g) *Stable programs.* Programs implemented are quite stable with metrics for growth and success in place. There is an existing ability to document activities and results for proper implementation as well as the capacity to prepare, follow, and monitor annual work plans that contain goals, measurable objectives, strategies, timelines, and responsibilities.

CAMELEON for the past couple of years has had to contend with the debilitating effect of the COVID-19 pandemic that severely interrupted the delivery of commitments and services to partners and beneficiaries on the ground. Staff turnover compounded the problem. However, the steadfast commitment of the remaining staff enabled the organization to continue its services, particularly under the RP. For example, housemothers opted to stay with the girls in the Passi City Center, assuaging the shock and stress borne by the pandemic. The management came up with new modalities of assistance to assist scholars and their families get by, including internet load allowance for remote education access, relief food packs, and access to vaccination. Some of the activities designed for face-to-face implementation were repackaged to accommodate the remote setup while others were postponed until public health regulations loosened.

Despite these accomplishments, concerns about perennality, capacity building, and governance continue to impinge on Program operations. CAMELEON should stand on alert with these concerns moving forward.

3.3. Factors affecting program implementation

The impact of CAMELEON's advocacy and public education initiatives is laudable, on account of the recognition and support it generates from partners. How far does this impact go? Direct Program beneficiaries are quick to appreciate the range of benefits and levels of positive change derived from the engagements. But the process is fraught with challenges, and many of these need underscoring as the organization anticipates a fresh mandate from AFD.

CAMELEON made important strides in perennality given the direct and holistic services it provides to heal girl survivors of abuse. Stories of the transformation of these girls have been well documented with all of them successfully hurdling the pain and trauma of abuse, enabling them, to lead better and more productive lives, while also breaking the cycle of abuse. Stories of personal transformation are likewise replete among community development scholars and their parents as well as among child and

youth advocates who lead public education campaigns. It is not all the time, however, that direct services provision produces desired results. As discussed in subsection 2.2, the participation of some beneficiaries appears pallid, especially in the community development program. Additionally, alumni participation needs revitalization given their prospective roles in program strengthening and sustainability. The development of a clear strategy and plan for advocacy may allow campaigns to gain more traction, especially if modules and materials used are localized, using CAMELEON's rich experience on the ground. It is also vital for the organization to come up with a mechanism to objectively measure advocacy accomplishments, not only as a way of fulfilling reportorial requirements but also as a way of gauging the effectiveness of the campaigns.

For LGUs that enrolled an abuse survivor in CAMELEON, or for communities that hosted CDP and advocacy activities, a more concrete demonstration of their commitment to pursue child protection mandates is still needed. This commitment can make or break future activities. Locally, in practice, many child protection pronouncements are only lip service, while the implementation of programs for children is highly tokenistic. In many instances, children's fund utilization is reserved for end-of-year disbursement in time for gift giving or Christmas parties. Stronger monitoring of compliance with child protection mandates may be necessary to reform current practices. As suggested in Subsection 3.3 CAMELEON can work with the DILG to review SGLG indicators for local governance and assist in evaluating LGU performance.

Presence in regional and local development bodies including government and non-government networks provides CAMELEON a strategic opportunity to influence partners' development and advocacy agenda. However, this should be pursued with care to ensure the rules and terms of engagement are clear and mutually beneficial to the parties involved.

CAMELEON's capacity-building capitalization has paid dividends by way of transformation. Still, there is room for improvement. Internally, it means continuous investments in training staff to make sure that their skills and competencies co-evolve with the changing organizational contexts and expectations. Staff development is expected to improve program delivery, allowing them to fulfill organizational commitments to beneficiaries and donors. At the community level, capacity building involves not only welfare provision and public education but the mobilization of community-based services, resources, and mechanisms so that safe spaces for children are created and their inclusion ensured. This entails working side by side with local decision-makers and duty bearers who are mandated by law to ensure that child-centered programs are put into motion.

Governance has layered implications for CAMELEON. Internally it means improving and strengthening existing systems and procedures to ensure that the organization's motivation and purpose (i.e., VMG) are clearly understood and the mechanisms set to reify them on the ground are available. Strategic plans, operational plans, and tactical plans must be formulated to guide program implementation following agreed systems

of responsibility and accountability. A robust system for organizational governance is expected to radiate to partners by way of institutionalization of systems of procedures that guarantee service delivery and protection of rights under the principles of participatory governance and the rule of law.

The granular aspects of perennality, capacity building, and governance are presented below as they relate to the three Program thrusts. These are being enumerated given the fresh and expanded organizational mandate for Phase 3:

For Rehabilitation

- Strengthening the economic component of rehabilitation because of the rising cost of living
- Incorporation of 21st-century skills in the program to prepare beneficiaries for the changing demands of the world outside the protective umbrella of CAMELEON
- Stronger program support for mental health, not just for beneficiaries but also for staff working with sexual abuse survivors
- Monitoring of RP alumni to better track their progress, further strengthen their involvement in future activities and respond quickly to their concerns in cases of relapse or other relevant issues.

For Community Development

- Existing accountability mechanisms do not assure the full participation of beneficiaries
- Weak monitoring mechanisms for livelihoods and tracer for CDP alumni result in under-reporting of accomplishments
- Reports and data are not gender or age disaggregated
- Supply-driven activities particularly for livelihood training
- Welfare provision orientation of the program runs the risk of creating dependency rather than empowerment
- Routine requirements trigger complacency and organizational inertia
- Concrete basis for poverty reduction and economic change needed
- Integration in the community (governance-wise) can be better

For Advocacy

- Deep rootedness of patriarchy and sexism; violence and abuse against children normalized
- Lackluster commitment of local leaders to policy implementation
- Social media presence can be boosted
- Clear Advocacy Plan needed - supply-driven advocacy activities
- Updating of advocacy modules needed - OSAEC, DRRM, CCA, pandemics/epidemics, public health, GAD
- Increase in public awareness cannot be categorically established

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- Reports are missing/not readily available due to staff turnover
 - Available reports and data are not gender or age disaggregated
 - Social/child protection institutions/authorities lack training
 - Integration in planning and budget regimes can be improved
 - Maximize partnership opportunities for technical resource sharing

For Organizational Governance

- Staff turnover and difficulties in finding qualified persons for key posts
- Overloading demotivates staff and causes stress
- Compensation packages are not competitive enough and have triggered poaching and resignation
- Some program strategies appear repetitive, stifling creativity and innovation
- Beneficiary participation in the design of programs and plans is less than full
- Absence of internal monitoring system and evaluation system makes it difficult to consistently track progress and accomplishments
- Use of individual workstations to store organizational data makes the organization prone to data or file loss
- Data security, particularly of sensitive files, needs improvement
- The ability to prepare, follow, and monitor annual work plans containing goals, measurable objectives, strategies, timelines, and responsibilities needs enhancement
- Identification of good practices and lessons learned, maintaining linkages with other organizations and networks to improve the enabling environment, planning sector strategies and approaches, and sharing knowledge internally and externally need upgrading.

4. SCALING UP THE CAMELEON MODEL: SOME RECOMMENDATIONS

In view of the findings and the analysis, this Impact Evaluation proposes that for the Phase 3 engagement CAMELEON might focus its efforts in improving child protection knowledge, practice, and governance to combat cases of child sexual abuse in Western Visayas whilst at the same time improving its related programs (i.e., community development and advocacy). For Phase 3, the envisaged results include reduced cases of child sexual abuse, inclusion of the child protection agenda in the mandates, plans, programs and activities of partners, and better integration of child protection programs and services into local government systems within the program areas.

Key learning #1: There is evidence of a transformation of survivors of abuse to healthy reintegrated citizens, but care is relatively expensive and search for justice for these survivors remain challenging.

General recommendation: Maintain and strengthen support for the rehabilitation and reintegration of sexually abused girls to facilitate survivors' healing and empowerment as advocates and individuals who live and practice child protection principles and values.

It is also helpful to report what the alumni of the RP suggest or recommend for the improvement of the RP. Beneficiaries mentioned the following points to improve the program such as:

- More activities for After-Care for the alumni so that they can actively participate in communal activities of CAMELEON
- Additional life trainings, especially on career development
- Create strategies to lessen teenage pregnancy
- Improving sports and circus activities for the After Care
- Advocacies might be expanded to nearby provinces, such as in Antique and in hard to reach areas (e.g., mountainside). Their view is that the line “CAMELEON should be known as someone who helps sexual violence cases” must have longer and wider reach.
- Improving the 2-youth organization to keep/ involve RP alumni beneficiaries, for example through additional support/staff.

Actions needed

1. Re-examine and re-design RP activities to include those that introduce and develop 21st century skills particularly the following:
 - a. Critical thinking;
 - b. Information, media, and technology skills;
 - c. Flexibility;
 - d. Leadership;

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- e. Initiative; and
 - f. Collaboration.

The skills the beneficiaries identified are insufficient to compete with current requirements of labor markets. One possible avenue is the reintegration the advocacy programs, girls active engagement in CAMELEON's youth advocacy programs may provide good opportunities to learn the essential skills mentioned above.

2. Enhancing current Job Placement Program
 - a. Consider inputs from various stakeholders (especially alumni beneficiaries) in improving the program. The key goal is encourage them to take on proactive roles and commitments of survivors and scholar alumni into their programs based on “passing on” or “giving back” principles. Tracer surveys should be regularly conducted to establish renewed networks with current alumni.
 - b. Strengthen partnerships with higher education institutions, national government agencies (e.g., DTI, TESDA), and the business community. One possible partnership is to seek understanding of job market requirements, internship opportunities, and other related collaborations.
 - c. Given the difficulties of survivors to complete their formal education and eventually finding secure employment, the newly instituted “Job Placement Program” of CAMELEON might consider further examining concrete strategies to assist its beneficiaries in finding employment. These strategies might include “survivors as future entrepreneurs”, which could be integrated in the Community Development Program (CDP).
3. Address staffing and infrastructure needs
 - a. In compliance with the Philippine Mental Health Act of 2018, develop mental health policies, programs or activities for CAMELEON staff to address job-related and COVID-19 related stresses. Examples include psycho-education for staff and psychological resilience training.
 - b. Revisit and re-assess current system of recording, storing, and monitoring information. This may include but not limited to, developing appropriate note-taking, or recording for accuracy and completeness of information. For example, devise a system to check for data inconsistencies by streamlining and strengthening ICT infrastructure to aid staff in managing data, without compromising data privacy and security.
 - c. Support complementary training on writing and data management of staff to adequately assist them in report writing.
 - d. Make available tools (e.g., template) and infrastructure (e.g., Information and Communications Technology or ICT) to staff needing support in report writing and other administrative tasks.
4. Strengthen and institutionalize community support partners
 - a. Existing partners (e.g., PNP and local government) are willing to institutionalize partnership (e.g., via a Memorandum of Agreement or

MOA). This opportunity will aid sustainability due to secure sharing of expertise and other resources.

- g. Re-examine SWOT analysis presented and conduct a strategic planning workshop to formulate doable and actionable plans and activities

Key learning #2: Community Development Program (CDP) served 300 scholars and families from 55 barangays in Bingawan, Passi City and San Enrique, annually. The program assured the access to education of socio-economically disadvantaged children while also improving family relations through empowerment, livelihood, and savings mechanisms. It transformed scholars and parents, enabling them to better perform family and community roles. CDP activities gave beneficiaries greater control of their actions and decisions, vital in efforts to create a culture conducive for nurturing children and building families, and communities. Along with activities in the AP, CDP helped in sensitizing local communities in the fight against child sexual abuse, converting them into change agents that actively promote child's rights.

General recommendation: Strengthen the support for education and skills training of poor and vulnerable students and their families to facilitate their upskilling as prospective income earners and compassionate change agents.

Actions needed

1. Establish a clear monitoring mechanism to track the progress of the Community Development Program
 - a. Create standard evaluation tool for all CDP capacity building activities to serve as basis for determining and measuring gains
 - b. Ensure that the administration and processing of the evaluation tool is mandatory for all activities
 - c. Maintain an annually updated directory of sponsored children indicating new intakes and graduates with gender and age disaggregation
 - d. Anent to letter c, maintain an annually updated directory of parent-beneficiaries with gender and age disaggregation
 - e. Conduct a Tracer Study to track graduates useful for prospective program review and enhancement
 - f. Carry out periodic and targeted career development seminars and on the job placement training for graduating tertiary or vocational students
 - g. Conduct a study to assess the employability of sponsored students
 - h. Maintain an updated directory of institutional partners for livelihood referrals and formalize partnership for documentation and monitoring
 - i. Maintain a database of the 55 beneficiary communities featuring their ecological profiles, highlighting social, economic and governance parameters that directly relate with CAMELEON's programs, e.g., poverty incidence rate, sources of livelihoods, number of professionals, etc.

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2. Infuse CDP with a more developmental approach to generate a more robust participation and accountability
 - a. Train the program staff on the basic principles and values of community organization and mobilization, highlighting the values of conscientization and people's empowerment
 - b. Customize the design of capacity building activities based on needs assessment and skills survey to ensure that they are demand driven, not supply driven
 - c. Revitalize and strengthen the return service program for scholars to include the design and implementation of community-based activities like tutorial sessions during the mid-year, speakership in special events and programs, etc.
 - d. Update the content of Family Development Sessions considering Participatory Development, Gender and Development, Disaster Risk Reduction and Climate Change Adaptation themes
 - e. Establish a mechanism where CD alumni and parents are enabled to design and implement community-based activities and programs that demonstrate their grasp and appreciation of the value of community development
 3. Improve local government mechanisms to institutionalize child-protection programs and services at the community level
 - a. Formally organize parent leaders in the community and seek their accreditation with the Barangay Development Council and the Barangay Council for the Protection of Children
 - b. Formally organize the sponsored children per barangay and accredit them as a subcommittee under the Sagguniang Kabataan
 - c. Train organized groups in partner barangays to lobby for the integration of child protection programs in Barangay Development Plans and the inclusion of child protection activities in the Barangays Annual Investment Plan
 - d. Require CDP program beneficiaries to initiate a campaign for policy development or reform in their respective barangays to institutionalize child protection programs
 - e. Link with DILG to review and strengthen child-centered accountability mechanisms embodied in the SGLG
 - f. Capitalize on network-based opportunities (e.g. membership in RDC and local development bodies) to formalize and facilitate the integration of child protection mechanisms in local development plans and programs, including review (or formulation) of Children's Code, localization of Safe Spaces Act and RA 11648, among others

Key learning #3: The AP reached its target audience locally and nationally and contributed to the reform of a national policy. The Voice of CAMELEON's Children (VCC) and the CAMELEON Youth Health Advocates (CYHA) led the advocacy campaigns, using the modified advocacy modules of partners and circus shows, putting children and youth at the forefront of fight against child sexual abuse. Public education campaigns and media appearances contributed to awareness enhancement while alliances and partnerships with government and

non-government organizational further strengthened and broadened the constituency of support for children's rights and child protection.

General recommendation: Establish the CAMELEON Model as an adaptive framework for child protection recognized by partners to create an enabling environment that is responsive to emerging risks and conducive for the safe growth and development of children.

Actions needed

1. Establish a clear monitoring mechanism to track the progress of the Advocacy Program
 - a. Create standard evaluation tool for all AP activities to serve as basis for determining and measuring gains
 - b. Ensure that the administration and processing of the evaluation tool is mandatory for all activities
 - c. Document, share and utilize best practices as materials to develop CAMELEON's sustainability initiatives
2. Draw out an Advocacy Plan indicating clear objectives and outputs to streamline activities and minimize redundancy
 - a. Enrich the content of advocacy modules, highlighting CAMELEON's 25-year track record in child protection
 - b. Include emerging risks and threats to children like Online Sexual Abuse and Exploitation of Children (OSAEC), cyberbullying and internet and social media use and online etiquette in advocacy activities
 - c. Incorporate partner advocacies and agenda in CAMELEON's advocacy programs including participatory development, inclusion, gender and development, disaster risk reduction and climate change adaptation
 - d. Consider virtual AP activities (e.g., webinar) and develop digital IEC materials, using social media) in view of the prevailing public health concerns.
 - e. Organize an Annual Regional Summit on Child Protection to gather advocates, practitioners, and partners to share stories, experiences and strategies
3. Strengthening of alliances and partnerships for public awareness of legislation and policies to combat sexual abuse against children
 - a. Partner with higher-education institutions (HEIs) and other technical experts to develop in-house advocacy training modules (incorporating both content and delivery) on recent trends in health and hygiene, safe spaces, mental health, and climate change adaptation
 - b. Formalize engagements and partnerships with local governments, local protection councils, and regional development bodies and CSO networks.

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4. Enhance CAMELEON's public image as a recognized resource center at the forefront of efforts to combat sexual violence against children and promote inclusive child protection.
 - a. Develop and publish the CAMELEON Manual for Rehabilitation, CAMELEON Manual for Community Development, and the CAMELEON Advocacy Manual as crucial contributions to child protection praxis
 - b. Establish a web-based resource center or "virtual museum" to serve as one-stop-shop for knowledge on child sexual abuse and "good practice" on child protection in the Philippines
 - c. Create and train a speaker's bureau within CAMELEON to provide technical assistance to partners for the integration/mainstreaming of child protection in partners' mandates and agenda.

Key learning #4: Phase 2 enabled CAMELEON to provide continuous service to target clients and partners but it encountered efficiency and timeliness concerns in program implementation. This IE argued that organizational processes must remain au courant with and responsive to the challenges internal and external to the organization. Improving institutional and operational systems is key to sustainability, enhancing prospects for replicating the CAMELEON model in other Philippine regions.

General recommendations: Strengthen the organizational effectiveness of CAMELEON to pursue its mandate and enhance its capacity to deliver child protection services and fulfill commitments to beneficiaries, partners, and other stakeholders. Ultimately, it should establish a collaborative, participative and consultative processes of delivery of services to the abused children. This entails:

1. Revisiting and assessing the clarity of CAMELEON's motivation, purpose to evaluate its relevance vis-a-vis the changing context of Western Visayas and to reaffirm its guiding principles, governance structures, and oversight mechanism.
2. Recalibrating the quality and processes of the CAMELEON's financial system and policies and procedures and train staff accordingly
3. Reassessing CAMELEON's planning, management of external relations, means of identifying and capitalizing on new resources, and decision-making policies to guide strategic and operational planning

Overarching action needed

Immediately carry out an Organizational Development (OD) workshop as an overarching strategy for organizational recalibration and strengthening by way of risk mapping and SWOT analysis. OD can consider the following areas:

1. *Governance and legal structure*
 - a. Revisit and assess the organization's statements of purpose and values and how they have been shared and applied

- b. Assess the organization's legal registration and compliance with national and local laws
- c. Review and evaluate the appropriateness organizational structure
- d. Formulate a written terms of reference for BOT with reasonable and defined term limits
- e. Define, prescribe and practice concepts of organizational hierarchy in decision making and in dispensing of roles, authority and responsibilities of each level, i.e., Top Management - Strategic Plans; Middle Management - Operational Plans; Employee/s and Front Liners - Tactical Plans
- f. Enhance the implement key management functions as mechanisms for fostering interpersonal relationships in four major management functions including planning, organizing, leading and controlling and monitoring

2. *Financial management*

- a. Assess the ability to budget and plan financial resources;
- b. Assess the ability to record and report revenues and expenditures in an accurate and timely manner;
- c. Assess whether there are adequate internal controls to safeguard funds and check the accuracy and reliability of accounting data;
- d. Assess whether bank accounts properly separate donor and project funds and personal funds and bank records are properly reconciled and reviewed;
- e. Assess whether the organization has a routine reporting system for financial information and is able to meet various donors' financial reporting requirements;
- f. Assess the policies, procedures, and practices for generating financial statements that meet the needs of the organization and comply with government and donor financial reporting requirements; and
- g. Assess whether the organization has systems to track, report, and document cost sharing and meet the cost sharing requirement in their agreements with various donors' regulations.

3. *Administration*

- a. Install a robust IT system that is (1) capable of serving expected growth in the staff size over the next year or so; (2) networked; (3) based on good hardware and legal software; (4) supported by good skills of IT staff or users and frequent, regular training on IT security, policies, and applications; (4) secure from malware and security breaches; (5) rarely affected by unreliable grid electricity due to sufficient generator equipment and fuel; and (6) regularly backed up on a frequent schedule. There should also be a good system for tracking laptops.
- b. Craft the organizational management policies and procedures on IT and fixed assets that must be (1) regularly reviewed and revised as needed; (2) consistently followed; (3) supported by inventory records.
- c. Equipment and property must be marked with inventory control numbers and ownership and calculated for depreciation according to standards when necessary.

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4. *Human resource management*
 - a. Review the organization's systems for recruiting qualified staff, structuring staff positions, and developing and updating job descriptions to ensure that roles and responsibilities are clearly defined, understood, and relevant
 - b. Assess the organization's systems for recruiting and retaining staff, given the spate of resignations over the past year
 - c. Review the organization's practices on salaries and benefits to conform with prevailing socio-economic contexts vis-a-vis donor requirements
 5. *Program management and performance*
 - a. Iterative implementation of program activities based on well written technical reports to guide planning and program development
 - b. Actively seek input from beneficiaries in designing, implementing, monitoring, and evaluating projects
 - c. Institutionalize a system to enhance organizational ability to carry out regular, internal monitoring of project input use, activities, and outputs (Log Frame)
 6. *Organizational management and sustainability*
 - a. Carry out risk mapping or SWOT analysis to identify organizational strengths, weaknesses, opportunities, and threats; the external environment; and stakeholder needs. Use the outputs to prepare/formulate a Strategic Plan (business plan) to respond to changes and challenges both internally and externally
 - b. Conduct a stakeholders analysis to determine the power-influence positioning. Externally, there is a need to identify the stakeholders to classify them as primary, secondary stakeholders with defined roles and responsibilities
 - c. Improve ability to prepare, follow, and monitor annual workplans containing goals, measurable objectives, strategies, timelines, and responsibilities
 - d. Identify good practices and lessons learned, maintain linkages with other organizations and networks to improve the enabling environment, plan sector strategies and approaches, and share knowledge internally and externally

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APPENDICES

Appendix A

TERMS OF REFERENCE



TERMS OF REFERENCE

EXTERNAL EVALUATION

Project Title: Combating Sexual Violence Against Minors - Protection, Care and Reintegration of Girls Victims of Sexual Violence in the Philippines.

Location: Philippines, Region VI of the Western Visayas, Iloilo Province and the municipalities of San Enrique, Passi City and Bingawan.

Cofinanced by AFD (French Development Agency)

Implemented by the CAMELEON Association

Project evaluation period: Phase 1 (September ¹, 2016 to August 31, 2019) and Phase 2 (September ¹, 2019 to January 2022 - evaluation start date)

Start-up: in January 2022 over 6 months (100 days).

2. FRAMEWORK AND FOCUS OF EVALUATION QUESTIONS

The evaluation will take place on the island of Panay in the Philippines, in CAMELEON's Welcome Houses in Passi City, the administrative office in Iloilo City but also in the rural communities of the province of Iloilo and the municipalities of San Enrique, Passi City and Bingawan in which CAMELEON intervenes.

The evaluation of the project must be carried out on the following axes and according to the following criteria in a dynamics of **sustainability** and **capitalization of past experience to build Phase 3 of the project**.

- 1/ **Impact** of the project on beneficiaries and stakeholders
- 2/ **Capacity** building of the **beneficiaries and the salaried team**
- 3/ **Effectiveness of governance** which includes project monitoring
- 4/ **Quality of partnerships** in particular with local public actors (LGU, LCPC, DSWD etc.).

This evaluation will **not cover sub-specific objectives 1.1 (young girls who are victims of sexual violence are protected, cared for and taken care of in CAMELEON centers) and 1.2 (young girls who are victims of sexual violence have achieved the objectives they set, reduced their trauma and improved their general well-being)** which have already been the subject of an impact study commissioned in 2018 by the Luxembourg Ministry of Foreign Affairs and which demonstrated that the girls were well taken care of by the association and that they were doing well in terms of their medical and psychiatric/psychological health after a placement at CAMELEON.

Nevertheless, particular attention will be paid to **assessing the impact and sustainability of the project** in the longer term on girls victims of sexual violence who have been reintegrated (post-residential) and monitored by CAMELEON (sub-specific objective 1.3) and **specific objective 1.2** (local communities and institutions are sensitized and **actively involved in the** fight against sexual violence against children and the promotion of children's rights).

The following questions will guide the evaluator in conducting the evaluation:

Questions about IMPACT (Might be referred as Area 1)

- Does the project, with its **prevention/awareness** approach, have a concrete impact in the fight against sexual violence against children on the island of Panay?
- What is the impact of the project on the **reintegration, capacity building, leadership and empowerment** of girls who are victims of sexual violence?
- What is the impact of the direct participation of the Youth Ambassadors and Alumni, as well as parent leaders in affirming their role as role models in their communities and as relay actors for child protection?

- What is the **impact of the involvement of** communities, public partners and local institutions in the fight against sexual violence and the promotion of children's rights?
- Under its current implementation conditions, what is the likelihood that the project will have a positive impact on a large scale?
- How do beneficiaries and stakeholders perceive the importance of the project?
- How have project activities and interventions improved the living conditions of beneficiaries? Is the project relevant and in line with their needs and expectations (for reintegrated victims of sexual violence and Youth Ambassadors)?
- To what extent has the project contributed to long-term capacity building of families and communities?
- To what extent was the project supported by the public and private sectors and what was the impact of this support?
- How did the project strengthen partnerships?
- To what extent did the collaboration and the different local partners of CAMELEON (LGU, CRN, DSWD, etc.) contribute to a better coordination for the realization of the project, to an efficient implementation of the activities and to bring appropriate answers to the specific needs of the beneficiaries reintegrated or living with their families in their community?

Questions about PERENNIALITY (Area 2)

- Do local institutions assume their financial and economic responsibilities to ensure the sustainability of the project?
- What is the degree of ownership of the project by the beneficiaries and what will it be once the external assistance is completed?
- What is the likelihood that the target groups/beneficiaries will continue to use or implement the proposed services after the external assistance ends?
- Is the project integrated into institutional structures (e.g., Cities/Municipalities, Village Councils/Barangay, LCPC) that will continue after the end of the project? If yes, how?
- Are the project partners adequately trained to ensure succession (technical, financial and administrative succession)?
- What kind of complementary support from national, sectoral and budgetary policies would be necessary to ensure the sustainability of the project?
- What relevant strategic partnerships can be maintained or put in place in phase 3 in order to achieve a goal of project sustainability?
- What factors and risks will need to be addressed to improve the sustainability of project results?
- Are other partners to be considered in a process of sustainability of the project? -
What are the recommendations to duplicate/franchise the project in the future?

Questions on CAPACITY BUILDING (Area 3)

- What was the level of participation of the beneficiaries, particularly young people, and local populations (families, communities, public actors) in the design and implementation of the project?
- How was capacity built at the individual and institutional levels?
- Is there a mechanism that shows how learning is generated, applied and shared to improve project delivery?
- How did the different stakeholders learn from these experiences?
- To what extent does the project strengthen the role of non-state actors as partners in policy development and implementation?

Questions about GOOD GOVERNANCE (Area 4)

- Does the governance of CAMELEON Philippines allow the sustainability and durability of the project?
- To what extent has the project adapted or is it designed to adapt to changing external conditions (assumptions) so that it can continue to benefit the target groups (especially young girls who are victims of sexual violence)?
- To what extent has the project design been adjusted in response to newly identified needs and priorities (e.g. as a result of natural disasters or the Covid-19 pandemic)? What were the consequences, positive and negative effects?
- Are the monitoring and reporting mechanisms put in place to follow up the good implementation of the project, to control the progress and to document the lessons learned from CAMELEON (internal monitoring, evaluation, accountability, quality assurance, etc.) sufficient? What are the recommendations/areas for improvement of monitoring/reporting at all levels?
- Are results and activities regularly and satisfactorily monitored, and are corrective measures taken when necessary (due to new needs or when activities are cancelled/postponed)?
- Are the means and resources made available by all responsible parties in a timely manner so that the planned activities can be carried out, including in the event of unforeseen events/changes/modifications?
- Are project resources managed in a sufficiently transparent and accountable manner to promote equitable and sustainable development? Has the management of means and resources had an impact (positive or negative) on the project?
- Are resources tracked accurately enough to enable efficient and cost-effective organization of activities?

Respondents

From the TOR	Respondent	What's needed
180 young girls victims of sexual violence from different provinces of the Western Visayas taken care of by CAMELEON	64 young girls From: $n = N / (1 + Ne^2)$ $n = 64$ young girls (using 10% error) FGD?	List of 180 young girls so that they can be randomly selected
300 disadvantaged youth and families from rural communities in the province of Iloilo and the municipalities of San Enrique, Passi City and Bingawan.	75 disadvantaged youth and families from rural communities From: $n = N / (1 + Ne^2)$ $n = 75$ disadvantaged youth and families from rural communities (using 10% error) From Iloilo Province From San Enrique From Passi City From Bingawan FGD?	In order to do a proportionate sampling, a list of disadvantages youth and families From Iloilo Province From San Enrique From Passi City From Bingawan
Local public partners, i.e. Local Government Units (LGUs), cities/city councils, Barangay councils, schools	4 local government units LGU of Iloilo Province LGU of San Enrique LGU of Passi City LGU of Bingawan KII?	Get list of barangays where CAMELEON operates Get list of schools where young girls studies/ studied and/or those who participated in CAMELEON programs

	Barangay captains/councils Schools?	
50 Young Ambassadors for Children's Rights and Health	33 Young Ambassadors for Children's Rights and Health From: $n = N / (1 + Ne^2)$ $n = 33$ Young Ambassadors for Children's Rights and Health (using 10% error) FGD?	List of 50 Young Ambassadors for Children's Rights and Health so that they can be randomly selected
The director and employees of CAMELEON Philippines	1 Heidi XXX number of employees FGD?	List of XXXX employees of CAMELEON Philippines so that they can be randomly selected
Members of the Board of Directors of CAMELEON Philippines	KII?	Members of the Board of Directors of CAMELEON Philippines so that they can be randomly selected
The Child Rights Network (CRN) that CAMELEON chairs in the Visayas region and the Local Council for the Protection of Children (LCPC)	Representative KII?	
Laurence Ligier, Founder and Director of CAMELEON France	Laurence Ligier, Founder and Director of CAMELEON France	

	KII?	
The Operational Director of CAMELEON France	The Operational Director of CAMELEON France KII?	

4. BENEFICIARIES/ACTORS/ STAKEHOLDERS OF THE PROJECT

- 180 young girls victims of sexual violence from different provinces of the Western Visayas taken care of by CAMELEON.
- 300 disadvantaged youth and families from rural communities in the province of Iloilo and the municipalities of San Enrique, Passi City and Bingawan.

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- Local public partners, i.e. Local Government Units (LGUs), cities/city councils, Barangay councils, schools
- 50 Young Ambassadors for Children's Rights and Health
- The director and employees of CAMELEON Philippines
- Members of the Board of Directors of CAMELEON Philippines
- The Child Rights Network (CRN) that CAMELEON chairs in the Visayas region and the Local Council for the Protection of Children (LCPC)

Also involved in the project are

- Laurence Ligier, Founder and Director of CAMELEON France
- The Operational Director of CAMELEON France
- Conduct a field survey in the Philippines to :
 - Conduct interviews with those involved or having been involved in the design, implementation and supervision of the project **and** other project stakeholders (see above **d. Beneficiaries/actors/project stakeholders**, including social services and cities/municipalities) in order to assess the impact, sustainability and capitalization of the project and make recommendations for improvement.
 - Stakeholder consultation and focus groups may be conducted to cross-check information from different sources.
 - *Optional*: carry out a case study after validation by the steering committee (young girls who have been victims of sexual violence reintegrated into their biological or host families, young ambassadors of children's rights and former beneficiaries who are now actors of change) to identify the factors/hypotheses that may or may not contribute to the success of the project and its impacts. Given the diversity of the geographical location of the families of the beneficiaries and other project stakeholders (province of Iloilo and municipalities of San Enrique, Passi City and Bingawan), **a sampling methodology** will have to be applied.
- Comments from non-participants
- Validation of draft results
- Make an oral restitution of the evaluation to the different stakeholders (in France and the Philippines)

Appendix B

SURVEY INSTRUMENT

Survey questionnaire (two versions: English and Hiligaynon)

NOTES: As mentioned earlier, this survey questionnaire is for the following respondents:

- *Female adults who graduated from the Rehabilitation Program*
- *Youths (18 years old and above) and their families;*
- *Local partners of CAMELEON (Representatives from government agencies, NGOs, POs, etc);*
- *Youth Ambassadors (18 years old and above); and*
- *CAMELEON employees.*

Your engagement with CAMELEON

Q1. You are a:

- ☐ A female adult who graduated from the Rehabilitation Program
- ☐ A youth who received/ participated in any CAMELEON activities from September 2016 to February 2022
- ☐ Family member of the youth who received/ participated in any CAMELEON activities from September 2016 to February 2022
- ☐ Local partner of CAMELEON (e.g., government agency, NGO, PO, etc.)
- ☐ Youth Ambassador
- ☐ A CAMELEON employee

Q2. Please choose the CAMELEON activities you have participated or support you have received. Also rate their level of importance (5 as most important, 1 as least important) and satisfaction for each. Choose as many as possible. (Note: Excluding CAMELEON employees)

- ☐ Basic needs
- ☐ Education support
- ☐ Psychosocial intervention

- ☐ Health care
- ☐ Protection and safety support
- ☐ Sports and circus therapy
- ☐ Arts and recreational activities
- ☐ Skills and development trainings
- ☐ Support on the preparation for reintegration to community
- ☐ Spiritual development support
- ☐ Parenting skills training to families
- ☐ Family development activities
- ☐ Legal assistance
- ☐ Career guidance and job placement support
- ☐ Emergency assistance
- ☐ School uniforms and supplies
- ☐ Livelihood projects
- ☐ Advocacy lectures and workshops
- ☐ Information dissemination through social media
- ☐ Partnerships and memberships with Children's Rights Networks and Alliances
- ☐ Advocacy events and conferences
- ☐ Youth organizations
- ☐ Others, please specify: _____

Q3. Please rate your level of agreement to the following statements, where 5 as strongly agree and 1 as strongly disagree: (Note: Only for female adults who graduated from the Rehabilitation Program)

[illegible]

[illegible]

Q4. Please rate your level of agreement to the following statements, where 5 as strongly agree and 1 as strongly disagree: (Note: Only for Youths and their families)

[illegible]

[illegible]

Q6. Please rate your level of agreement to the following statements, where 5 as strongly agree and 1 as strongly disagree:

(Note: Excluding local partners)

[illegible]

	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Not applicable
CAMELEON's support, especially during the pandemic, helped us to get by.	☐	☐	☐	☐	☐	☐

Q7. For those who answered "Other support or participation", please share your experience:

About you and your family

Q8. What is your current position in CAMELEON (Note: for CAMELEON employees only): _____

Q9. How many years are you employed in CAMELEON (Note: for CAMELEON employees only): _____

Q10. Sex

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

Q11. Age, in years: _____

Q12. Highest educational attainment:

- ☐ No formal education
- ☐ Elementary level
- ☐ Elementary graduate

- ☐ High school level
- ☐ High school graduate
- ☐ Technical and Vocational Education and Training (TVET) level
- ☐ Technical and Vocational Education and Training (TVET) graduate (e.g., National Competency certificate holder)
- ☐ College/ university level
- ☐ College/ university graduate
- ☐ Postgraduate level
- ☐ Postgraduate graduate

Q13. Your monthly household income

- ☐ Less than P2,500 per month
- ☐ Between P2,500 to P5,000 per month
- ☐ Between P5,000 to PhP10,957 per month
- ☐ Between PhP10,957 to PhP 21,914 per month
- ☐ Between P21,914 to PhP 43,828 per month
- ☐ Between PhP 43,828 to P76,699 per month
- ☐ Between P76,699 to P131,484 per month
- ☐ Between P131,484 to P219,140 per month
- ☐ At least P219,140 per month

Q14. Are you willing to be interviewed by our research team in the future to further discuss your experiences with CAMELEON?

- ☐ Yes

If yes, please indicate your contact details below.

Name: _____

Mobile number: _____

Telephone number: _____

Facebook Messenger Account name: _____

☐ No

Appendix C

SAMPLE FGD & KII GUIDES

FGD GUIDE QUESTIONS FOR YOUTH ADVOCATES (Voice of Cameleon Children & Cameleon Youth Health Advocates)

General guide for leading the focus group discussion

- Before the focus group begins conduct the informed consent process.

Introduction

- Welcome participant and introduce yourselves (as facilitators).
- Explain the purpose of the evaluation and of the session in relation to generating information about the impact of the AFD supported program.
- Explain the presence and purpose of recording equipment and seek permission.
- Address the issue of privacy and confidentiality.
- Inform the participants that information discussed is going to be analyzed as a whole and that participants' names will not be used in any analysis of the discussion.

Interview overview

This focus group will ask you of semi-structured questions. During the session we may ask you additional questions to further clarify or elaborate your answer. Any information identifying you as a participant of this research will be kept confidential.

We would like to record this interview for data analysis and to ensure that the responses were captured and transcribed accurately. Do you have any questions for us before we begin?

Unfreezing Activity

- Brief introductions (name, address, etc.)
(Note: You can make this more creative. Example:
 - State your name, age and address
 - Starting with the first letter of your name, find a word that describes how you feel today (my name starts with “J” so I’ll describe Cameleon sa an organization that promotes Justice for abused and underprivileged children)

On their selection and motivation as Youth Advocates

1. Paano kamo napilian bilang Youth Adocates? Ano nga proseso ang inyo gin- agyan?
2. Ano ang inyo nabatyagan sang napilian kamo bilang mga Youth Adocates? (nasadyahan, nakulbaan, excited sa inyo bag-o nga katugdanan, etc.)
3. Ano ang inyo mga katungdanan bilang Youth Adocates? San inyo pareho nga mga pamatan on? Sa inyo pamilya? Sa inyo eskwelahan? Sa inyo kumunidad?
4. Ano ang inyo gina obra para masiguro ninyo nga inyo ginapanindugan ang in inga mga katungdanan?

5. May mga pag-bag-o bala kamo ng ana-experience sa inyo kaugalingon kag sa inyo pamilya bilang mga Youth Adocates?
6. Ano nga ang benepisyo nga nakuha bilang mga Youth Adocates?

On their activities and participation as Youth Advocates

1. Paano kamo ginahanas bilang mga Youth Adocates? Ano nga mga training ang inyo na-entrahan?
2. Ano ang mga bag-o nga ihibalo kag abilidad ang inyo nakuha sa sini nga mga training?
3. Suportado man bala sang inyo mga gikikanan ukon pamilya ang inyo pag-entra sa sin inga mga training?
4. Ano nga mga hilikuton ukon kampanya ang inyo gina-obra bilang mga Youth Adocates? Sa diin ninyo ini gina-obra? (sa barangay, sa eskwelahan, sa pamilya, sa mga barkada, etc.)
5. Ano ang mga tinutuyo ninyo sa sini nga mga hilikuton kag sin-o ang inyo gusto lab-oton sang inyo kampanya?
6. Sa inyo panan-aw, ano ang nangin epekto sang inyo mga hilikuton para mapasanyog ang mga kampanya para sa social protection kag kampanya kontra child abuse?
7. Para sa inyo, mabudlay bala baylohon ang panghangop sang mga tawo nahanungod sa social protection ukon child abuse? Ano ayhan ang rason nahanungod sini?
8. Ano pa gid ayhan nga mga hilikuton ang pwede madugang para mapabaskog ang inyo mga kampanya?
9. May mga kinahanglan pa bala kamo nga mga training para mas mapasangkad pa gid ang inyo ikasarang bilang mga Youth Adocates?

Community and school support for Youth Advocates

1. Paano kamo ginakilala sa inyo barangay ukon sa inyo eskwelahan bilang mga Youth Adocates?
2. Ano nga suporta ang ginahatag sang eskwelahan, barangay ukon munisipyo sa inyo bilang mga Youth Adocates?
3. Kon hatagan kamo sang kahigayonan mga makaistorya sa mga otoridad (Punong Barangay, Mayor, Governor, Congressman or President) nahungod sa inyo kampanya kontra child abuse, ano nga mensahe ang inyo ipaabot sa ila? Ngaa?
4. Kon kamo ang pasugtan, paano ayhan makaayo ang sistema sang child protection sa inyo barangay, eskwelahan, banwa ukon pungsod?

Partners as Youth Advocates

1. Ano nga organisasyon ukopn sin-o ang inyo mga nangin kaupod sa inyo mga kampanya bilang mga Youth Adocates?
2. Ano nga ihibalo kag ikasarang ang inyo nakuha sa pagpakig-upod sa ila?
3. Paano ninyo ginapa-sigi (sustain) ang inyo partnership upod sa ila?
4. Ano nga organisasyon ukon sin-o pa gid dapat ang dapat ninyo updon sa inyo mga kampanya?

Challenges and sustainability of advocacy efforts

1. Ano ang mga kabudlayan bilang Youth Advocates ang inyo naagyan bangud sang pandemya? Nakahatag bala ini sablag sa inyo kampanya? Paano?
2. Bangud sa social media, mas nangin ma-datâ pa gid ang mga risgo nga ginapang-atubang sang mga kabataan diri sa aton nga pungsod? Ano ang inyo pwede maobra para mapahagan-hagan ang mg aini?
3. Ani nga mga tikang ang dapat pwede obrahon sang Cameleon, mga ginikanan kag mga otoridad para mapunggan ini?
4. Kon maga-graduate na bilang Youth Advocates, paano dapat pillion sang Cameleon ang mabulos sa inyo?
5. Kon ma-graduate na kamo bilang Youth Advocates, mangin aktibo pa bala kamo nga taga-kampanya kontra child abuse? Sa ano nga pamaagi?

Closing question

1. Ano nga mensahe ang gusto ninyo ipaabot sa Cameleon bilang isa ka youth advocate?

* Close the session by the thanking the participants and informing them of the next steps of the evaluation where their inputs will be used. Provide some time for debriefing.

FGD GUIDE QUESTIONS FOR CAMELEON EMPLOYEES

Note:

For this FGD, at least one employee should be involved in any of the three programs: (a) Rehabilitation Program, (b) Community Development Program, and (c) Advocacy Program.

General guide for leading the focus group discussion

- Before the focus group begins conduct the informed consent process.

Introduction

- Welcome participant and introduce yourselves (as facilitators).
- Explain the purpose of the evaluation and of the interview in relation to generating information about the impact of the AFD supported program.
- Explain the presence and purpose of recording equipment and seek permission.
- Address the issue of privacy and confidentiality.
- Inform the participant that information discussed is going to be analyzed as a whole and that participants' names will not be used in any analysis of the discussion.

Interview overview

This focus group will ask you of semi-structured questions. During the session we may ask you additional questions to further clarify or elaborate your answer. Any information identifying you as a participant of this research will be kept confidential.

We would like to record this interview for data analysis and to ensure that the responses were captured and transcribed accurately. Do you have any questions for us before we begin?

Unfreezing Activity

- Brief introductions (name, address, etc.)
(Note: You can make this more creative. Example:
 - State your name, age, address, and post at Cameleon
 - Starting with the first letter of your name, find a word that describes your work at Cameleon best and briefly explain why.

Introductory questions

1. What is your understanding of Cameleon as an organization?
2. What attracted you to work here?
3. What can you say about Cameleon's programs on social protection and campaigns against child abuse?
4. Overall, do you think the programs are resulting to positive changes in the communities/areas where Cameleon is present? Why or why not?

Beneficiary selection and participation

1. How do you select your program beneficiaries? Is there a set of criteria?
 - a. Rehabilitation Program (What is the process for recommending girls?)
 - b. Community Development Program (How do you select the beneficiary families or communities?)
 - c. Advocacy Program (How do you recruit Youth Advocates?)
2. How do you introduce the program to beneficiaries?
 - a. Rehabilitation Program
 - b. Community Development Program
 - c. Advocacy Program
3. What are the expectations for or responsibilities of program beneficiaries?
 - a. Rehabilitation Program
 - b. Community Development Program
 - c. Advocacy Program
4. How do you close or terminate program benefits?
 - a. Rehabilitation Program
 - b. Community Development Program
 - c. Advocacy Program
5. Who do wish to reach in your efforts to promote social protection and prevent child abuse? Who are your key stakeholders? (school, community, LGU, agencies, church, etc.)

Program design and implementation

1. What kind of assessments do you carry out before selecting program beneficiaries?
2. Were assessment findings integrated into the program design?
3. In areas where you implement community development programs, how do you involve barangay officials?
4. In schools where you implement advocacy programs, how do you involve the school officials?
5. Can you describe the reception/support of community and school officials to the program? What factors facilitated program entry?
6. Have you signed a formal agreement with these communities/schools?
7. What are the responsibilities of communities/schools to the program?
8. What is the role of program beneficiaries in program implementation? How do you ensure their participation?
9. Do you provide regular updates on program results and solicit feedback? Can you cite an instance?
10. Do you undertake program planning with program beneficiaries? Were feedbacks used to improve program plans and implementation processes?
11. What challenges were encountered in program implementation? How were these addressed?
12. In what ways do you take advantage of community/school capacities to optimize resources and achieve targets?

13. How do you integrate social protection agenda in local plans and programs of community and municipal LGU partners or in School Improvement Plans (SIPs)?

Perceived program impacts

1. Can you cite an instance showing a successful or less than full program implementation?
2. What are your indicators or measures for success?
3. Who monitors these indicators or measures?
4. Do you document these experiences?
5. How are these experiences communicated to program stakeholders?

Knowledge management (alternatively these questions can be asked during KII with ED or Operations)

1. Do you have relationships with appropriate/relevant technical organizations (government, academic, or public) to build your knowledge base?
2. Do you have a process for sharing new information/practices among staff?
3. Do you have process for analyzing and identifying new information to adapt it for your projects?

Partnership building

1. Who are your partners in program implementation?
2. What activities do you usually mutually undertake?
3. Are partnerships covered by formal agreements?
4. Do partnerships entail sharing of financial, technical, or in-kind resources? Please cite an instance.
5. How do you ensure partner accountability? Who monitors this accountability?
6. Do you undertake joint planning with these partners for program design? How often?

Staff benefits, knowledge, and skills

1. Are you familiar with the VMG of Cameleon?
2. Do you like working in Cameleon? What are the advantages and disadvantages?
3. Do you think you are adequately compensated for your work? Why or why not?
4. What skills do you need to perform effectively in your work?
5. Do you think you need more training to perform more effectively? Why or why not?
6. What skills and knowledge development or skills training do you need?
7. How often should staff development skills be carried out?
8. Since the pandemic, many of your co-workers left? Why do you think?
9. What factors could have made them stay?
10. Under similar circumstances, will you opt to stay to leave?

Closing questions

1. What suggestions or recommendations do you have to further enhance program implementation?
 - a. Rehabilitation Program
 - b. Community Development Program
 - c. Advocacy Program
2. What suggestions or recommendations do you have to further enhance program implementation?
3. Do you have other things to say or messages that you wish to share?

* Close the session by the thanking the participants and informing them of the next steps of the evaluation where their inputs will be used. Provide some time for debriefing.

FGD GUIDE QUESTIONS FOR CD PROGRAM BENEFICIARIES

General guide for leading the focus group discussion

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- Brief introductions (name, address, etc.)
(Note: You can make this more creative. Example:
 - State your name, age, and address
 - Starting with the first letter of your name, find a word that describes how you feel today (my name starts with “J” so I’ll describe Cameleon sa an organization that promotes Justice for abused and underprivileged children)

On selection as beneficiary and assistance provided

7. Paano ninyo nakilala ang CAMELEON kag ano ang inyo pagkilala sa sin inga organisasyon?
8. Paano kamo napilian bilang benepisyaryo sang programa? Ano nga proseso ang inyo gin-agyan?
9. Sang napilian ikaw nga mangin scholar/benepisyaryo, ano ang imo nabatyagan?
10. Ano nga klase sang bulig ukon suporta ang inyo nabaton halin sa CAMELEON?
 - a. Education
 - b. Career guidance/job placement
 - c. Skills training

- d. Health assistance
 - e. Emergency assistance
 - f. Sports and recreation
 - g. Family development (family empowerment, livelihood, savings)
11. Ano nga benepisyo ang inyo nakuha sa sini nga mga programa?
- a. Education
 - b. Career guidance/job placement
 - c. Skills training
 - d. Health assistance
 - e. Emergency assistance
 - f. Sports and recreation
 - g. Family development (family empowerment, livelihood, savings)
12. Ano ang mga pag-bag-o sa (a) imo kaugalingon, kag (b) sa pamilya ang imo naagum bangud sa mga benepisyo nga nahatag?
13. Kon wala ang bulig sang CAMELEON, maagum mo bala in inga mga pag-bag-o? Ngaa huo? Ngaa hindi?
14. Ano ang kinalain sang isa ka Cameleon scholar kumpara sa iban nga scholarship?
15. Ano sa imo panan-awan ang “best part” bilang isa ka Cameleon scholar? May ara kamo mapensaran nga “bad part” bilang isa ka scholar?
16. May ara man bala kamo negatibo nga inagihan bilang benepisyaryo? Ano ayhan mayo nga obrahon para masabat ang amga ini?

On perennality

27. Ano ang imo responsibilidad bilang isa ka scholar sang Cameleon? Paano mo gina tuman ang in inga responsibilidad?
28. Sin-o ang naga-siguro nga ginatuman ninyo ini nga responsibilidad? Daw ano kamo kasako gina-check ukon gina-monitor sang Cameleon?
29. May kabudlayan kamo bala nga gina-pangatubang para matuman ang inyo responsibilidad? Paano ayhan ini sila ma resolbar?
30. Pareho abi may isa kamo ka-upod nga may problema sa iya pag-tuon, ato masami ang gina-obra para mabuligan siya.
31. Nagakaigo man bala ang suporta nga ginahatag sa inyo bilang scholar? Kon kamo abi ang pasugtan, ano abi ang dapat idugang ukon ibuhin sa suporta nga nga inyo nakuha?
32. Sa inyo barangay ukon sa inyo eskwelahan, ano sa pagbanta ninyo ang panulukan sang iban nga tawo ukon estudyante bangud kay kamo scholar sang Cameleon?
33. May suporta man bala nga ginahatag ang inyo barangay ukon ang inyo eskwelahan sa inyo (ukon sa inyo ginikanan) bilang Cameleon scholars?
34. Sin-o dri sa inyo ang member sang SK? Paano mo gina-paabot sa imo mga kaupod nga mga pamatan-on ang ka importansiya sang ginatudlo sa imo bilang scholar sang Cameleon?
35. Sa inyo panan-awan, ano ang mga tikang nga dapat obrahon sang inyo barangay ukon eskwelahan para mapadamo pa gid ang makakilala kag maga suporta sa mga hilikuton nahanungod sa social protection kag kontra child abuse pareho abi sang:

- a. protecting children's and women's rights?
- b. preventing abuse and mistreatment of children and women?
- c. reintegrating victims of abuse into family and community life?

Capacity Building

1. Ano ang mga aktibidades ukon hilikuton nga dapat ninyo pagapasakupan bilang mga scholars?
2. Ano ang imo natun-an sa sini nga mga hilikuton? Paano mo ini gina-gamit sa imo matyag-adlaw-adlaw nga pagsinarayo?
3. May nag-bag-o bala sa imo panan-awan sa mga isyu nahanunghod sa pang-abuso kag human rights bangud sa sin inga mga hilikuton? Paano?
4. Gina-share mo man bala ang in inga mga bagay sa imo mga kaabyanan, mga ginikanaan kag iban pa nga mga tawo? Ano masami ang ila reaksiyon kon paga istoryahan ninyo ang in inga mga bagay?
5. Nagadugang ayhan improve sang imo skills kag knowledge ang in inga mga activities?
6. Ano pa gid ayhan nga mga activities nga mapinuslananon sa inyo ang inyo pwede maobra?

Planning and program design

1. Daw ano kamo kasako ginatagaan update ukon impormasyon nahanungod sa inyo sponsorship?
2. Gina upod man bala kamo sang Cameleon sa mga akibidades para mag-obra sang inyo mga plano kag iban pa nga mga hilikuton? Daw ano kasako ini gina-obra?
3. Kinahanglan gid man bala nga dapat kaupod kamo sa sini nga mga hilikuton? Ngaa ayhan?

Other matters

1. Sin-o sa inyo ang active sa social media? Risk exposure of children in social media? Ano ang pwede obrahon para mapahagan hagan ini?
2. What if untaton ang assistance, ano ayhan ang sarang matabo sa inyo?
3. Kon maghambal abi ang Cameleon, bilang kabalaslan sang bulig nga ginahatag sa inyo, kinahanglan ninyo anay mga volunteer sa Cameleon sang isa ka tuig antes kamo mangita obra. Daw ensakto man ni ayhan nga tikang para sa inyo?
4. Kon tagaan abi kamo tsansa nga makaobra sa Camelon sa pila ka adlaw, i-grab nyo man ayhan ang in inga oportunidad? Nga huo? Ngaa indi?
5. Mensahe sa Cameleon?

FGD GUIDE QUESTIONS FOR COMMUNITY BENEFICIARIES

General Questions

- Can you describe how CAMELEON impacted your “life story”?
- Follow up question(s) may follow such as “Why do you say so?” etc.
- How long have you been associated with CAMELEON?
- What are you doing nowadays (in terms of work, or studies)?

On Perenniality

1. What changes transpired in your community because of the program in terms of:
 - protecting children’s and women’s rights?
 - preventing abuse and mistreatment of children and women?
 - reintegrating victims of abuse into family and community life?
2. As community leaders and stakeholders, what new knowledge and learning have you gained in your participation in program activities?
3. Did it change your perception about sexual abuse perpetrated against children and women? How?
4. How did the program improve your capacity to deliver social protection services? Are there areas for improvement? What can be done to address these?
5. Other than social protection, what other benefits did you and your community derived from program participation?
6. As community leaders and stakeholders, how do you demonstrate your commitment to the program?
7. What kind of support does the community extend to CAMELEON-supported individuals and organized groups?
8. Have you formally constituted your local protection council? How often do they meet?
9. What are the terms of their tenure?
10. How much budget from your IRA do you allot annually for social protection? If budget falls short, how do you secure supplemental support?
11. What activities do you carry out regularly to support social protection and to prevent or deter abuse and mistreatment of children and women?
12. What counterpart support do you provide to CAMELEON in carrying out the program in your community?
13. Is counterparting scheme supported by an MOU/MOA?
14. What social protection policies have you crafted in conjunction with the program?
15. What steps are you taking to ensure that CAMELEON initiated programs and activities in your community will continue after the support closes?
16. How was the program introduced to the community?
17. What was the initial reception of the community to the program? What factors facilitated the program entry?
18. What challenges were encountered in the process of program implementation? How were these addressed?

19. Are the community stakeholders, beneficiaries (youth ambassadors, alumni, parent leaders), involved in identifying needs and designing program strategies? How?
20. Does the community and/or beneficiaries assist in program activities or provide feedback? How?
21. Does CAMELEON provide regular updates on program results and solicit feedback from the community?
22. Do you think what has been started in CAMELEON in terms of your 'life goals' will continue?
23. Follow up question(s) may follow such as "Why do you say so?" etc.
24. What kind of complementary support from the government or other stakeholders would you need to follow your "life project", if you like?
25. What relevant or strategic partnerships have you maintained to pursue your "life project"?
26. What do you think are the challenges to your "life project"?

Capacity Building

1. What training/seminar/workshop have you attended with CAMELEON?
2. Which of the capacity building programs you have attended was most relevant and useful? Why?
3. What kind of skills have you learned, or knowledge have you gained, from these activities?
4. How do you apply what you have learned in your day-to-day activities as a member of a family or as a barangay official?
5. If similar training/seminar/workshop will be conducted in the future, who else do you think should participate?
6. What other training/seminar/workshop do you think are needed to further improve the functionality of social protection services in your community?
7. What strategies do you use to educate your community about the importance of protecting children and women from abuse and mistreatment?
8. Looking back, what are the institutional or organizational strengths of CAMELEON?
9. What are the institutional or organizational weaknesses of CAMELEON?
10. What organizational opportunities do you see that CAMELEON can exploit?
11. What organizational capacities do you see that CAMELEON can improve?
12. How does CAMELEON affect child protection-related laws or policies locally (barangay, municipal, provincial, national) and internationally?
13. Have the projects contributed to long-term capacity building of families and communities? In what ways?

Governance

1. Can you describe an instance that demonstrate change in people's perception about abuse and mistreatment of children and women in your community?
2. Is there an observed drop in the number of cases of abuse perpetrated against children and women?
3. Can you attribute these changes to active social protection advocacies? Why or why not?

4. Are resources of CAMELEON managed well enough for example are cost-effective means used in the projects or activities? Are the management of these resources sustainable?
5. Can CAMELEON adapt to various challenges that it can continue operating the way it does? What are the management or governance concerns that CAMELEON faces?
6. Does CAMELEON possess good monitoring and reporting practices for its projects?
7. What are the recommendations/areas for improvement of the monitoring and reporting policies or practices of CAMELEON?

GUIDE QUESTIONS FOR CAMELEON STORIES

1. Brief personal background

- Age
- Province of origin
- Family's socio-economic information before you got to Cameleon
- Information about your family now

2. Arrival in Cameleon

- Looking back, what were you like when you got here? What did you feel?
- What had the experience of sharing a roof with girls who share your circumstances been like?
- Were you able to establish a sense of security and safety when you got here? How?

3. On recovery and rehabilitation

- How did Cameleon help in your recovery?
- What rehabilitation activities made an important mark/s to you? Why?
- Did you learn something new? How did they give you a sense of control?
- Did the experience give you a new perspective on life and worldview? How?

4. On justice and power

- What did you feel after going through the rehab?
- When and how did you get yourself back?
- Did you discover something new about yourself?
- What to you is justice and do you think you were able to achieve it? Why or why not?
- What can your family, community or the government do to protect or support women and girls who go through similar situations?

5. On transformation and empowerment

- If you can talk to the younger and abused version of yourself, what will you say to her?
- Going back to that difficult point of your life and comparing it with what you have today, what most significant change has happened?
- Do you think you are better versions of yourselves now? Why?
- Where do you see yourself five years from now? How do you think will you get to that state?

6. On social protection and inspiration

- What motivates you to continue to work with Cameleon and with children?
- What does it take for you to become a model or inspiration to other women, girls, or other people?
- What else do you think should be done by Cameleon to reach out more and enhance its services?
- Are there new risks and challenges that you and/or Cameleon should confront to help ensure social protection?

GUIDE QUESTIONS FOR INTERVIEW WITH CAMELEON FOUNDER

1. Can you share a bit about the nature of your work as the founder of CAMELEON?
2. You've been in the Philippines since 1997. What sustains your motivation to keep serving the victims and survivors of abuse?
3. Has your vision for the organization changed since? What factors triggered this change?
4. How much of your current vision do you think has been achieved?/Where do you stand right now in terms of achieving your current Vision, Mission, Goals?
5. Can you share the major milestones and accomplishments of your organization for the past 25 years? What results are you most proud of and why?
6. What is your formula for success?
7. Where do you think do you stand in terms of influencing or changing people's mindsets and behaviors about sexual abuse? What are the facilitating and hindering factors?
8. Is there a pronounced difference in the way by which this issue is being perceived/responded to in Europe? What can the Philippines learn from your cultural experience?
9. How has your program strategy/approach changed over the past years? How do you integrate people's participation in the process?
10. How do you institutionalize your efforts, especially at the level of local governments, agencies, and program beneficiaries?
11. How do you ensure that the program staff has the desired capacity and skill set to professionalize the services you offer?
12. What do you think draws people to work or volunteer for CAMELEON?
13. What kind of guidance does CAMELEON France provide to CAMELEON Philippines to ensure that objectives and targets are reached?
14. What has the support been like from Philippine partners? Can you share the strengths and weaknesses of these partnerships?
15. How do you distinguish CAMELEON France from CAMELEON Philippines? Where do you draw the line of authority and responsibility?
16. Do you foresee any strategic implications of the pandemic or the war in Ukraine in the overall dynamic of CAMELEON's work here in the Philippines?
17. Where do you see your program five to ten years from now? Can you elaborate more on the idea of franchising the CAMELEON model?
18. What do you envision is the overall impact of AFD supported programs? Are there specific areas that you wish the evaluation should highlight?

