

# ECPAT INTERNATIONAL **STRATEGIC FRAMEWORK**

JULY 2018 – JUNE 2021



ROADMAP TOWARDS  
**ENDING THE SEXUAL EXPLOITATION OF CHILDREN**



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**STRATEGIC  
FRAMEWORK**  
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# VISION AND MISSION

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ECPAT International (EI) is a global network of civil society organisations working together in solidarity to end all forms of the sexual exploitation of children (SEC). This includes the sexual exploitation of children in prostitution, sale and trafficking of children for sexual purposes (including forced and early marriage), online child sexual exploitation and sexual exploitation of children in travel and tourism.

ECPAT works to encourage the world community to ensure that children everywhere enjoy their fundamental rights, free and secure from sexual exploitation.

EI is comprised of 104 network members in 93 countries. It is governed by an International Board of Trustees, elected every three years by Network members. Network activities are supported and coordinated by a Secretariat based in Bangkok, Thailand. ECPAT collaborates with a wide range of stakeholders – governments, global and regional organisations and entities, NGOs, the private sector, faith-based organisations and religious leaders, academia and law enforcement agencies – to effectively address SEC. EI has Special Consultative Status with the Economic and Social Council of the United Nations and is a member of a wide range of other concerned partnerships and alliances. Governments, civil society and others worldwide often seek out EI's technical expertise, recognising EI as the foremost international CSO network dedicated specifically to end the sexual exploitation of children.

# EXECUTIVE SUMMARY

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ECPAT International's Strategic Framework presents the organisation's aspirations and guidance for collective work for the period July 2018 through June 2021. The Framework was unanimously approved by the ECPAT International Assembly when it convened in Bogotá, Colombia on 5 June 2018.

It builds on the organisation's decades of experiences and lessons learned and reflects on accomplishments and successes. It identifies a roadmap of critical actions to be taken towards realising the Sustainable Development Goals' target of ending the sexual exploitation of children by 2030.

With the aim of providing inspiration and guidance to ECPAT's Network, Board of Trustees and Secretariat, this Framework represents a continuity of the Strategic Framework 2015-2018, the relevance of which has been validated by the results achieved in the past three years.

Based on the extensive body of knowledge amassed from ECPAT's studies on the sexual exploitation of children, as well as numerous regional consultations and events, the four previous 'Change Goals' have been re-shaped to respond to recent trends and developments and to better position ECPAT. Related objectives and indicators have been conceived following a results-based approach, which informs ECPAT's planning, monitoring and reporting systems.

This document presents each strategic goal identifying, *inter alia*, outcomes to be achieved by June 2021, key areas of intervention and fundamental steps that need to be taken to achieve these goals.

These strategic goals are as follows:

- The voices and perspectives of children, particularly those who are victims and survivors, are at the heart of ECPAT's work against SEC
- ECPAT's advocacy contributes effectively to national, regional and global efforts against SEC
- ECPAT contributes critical knowledge and evidence to inform advocacy and action against SEC
- The ECPAT Network plays an active role in effectively addressing all manifestations of SEC

By endorsing and working towards these goals, ECPAT confirms its commitment to continue to provide global, regional and national leadership in the quest to end the sexual exploitation of children.

# 1. INTRODUCTION

## 1.1 PURPOSE

This Strategic Framework aims to inspire and guide the collective work of ECPAT (its Network, Board and Secretariat) to ensure maximum impact against SEC. The Framework builds on our experience of the Strategic Framework for 2015-2018, which has confirmed the validity of our approach, and has seen its translation into key operational and programming tools. This propels us forward for 2018-2021.\*

The term Strategic Framework reflects the large and diverse membership of our Network of over 100 organisations and coalitions, as well as our Secretariat. This requires a strategy that is inclusive, comprehensive and moving us towards our common purpose. The hope is that ECPAT Network members will, through dialogue, forge a shared understanding of the challenges and opportunities ahead and continue to align their efforts, to the Framework. The aim is to build upon our collective strengths, while working in a flexible manner for maximum impact locally, regionally and globally.

## 1.2 APPROACH AND SCOPE

The process that guided the development of the Strategic Framework 2015-2018 has been taken forward through a series of regional consultations and Board discussions, including the deliberations of the Network Development Working Group. The new Strategic Framework also incorporates expert input from various sources, including technical meetings, research and studies, and partnership and stakeholder events. The voices of children and young people, particularly victims and survivors of sexual exploitation, have been included through the regional consultations and specially convened events.

It has benefitted from the outcomes of a Mid-Term Review in February 2017, discussions with donor partners for core funding, and the above consultations with the Board of Trustees and with Network members and key partners.

It reflects learning and analysis in relation of major external developments in the fight against SEC. Key terminology has also been updated to harmonise with evolving international standards and the *Terminology Guidelines for the Protection of Children from Sexual Exploitation and Sexual Abuse (Luxembourg Guidelines)*.

The 2015-2018 Strategic Framework introduced four **Change Goals** for children's lives and the accompanying strategic shifts and developments for ECPAT. Significant progress has been made toward these four goals, which are now core organisational strategies. Their wording has been updated, and will be further advanced until 2021.

The **results-based approach** featured in the current Strategic Framework has been taken forward in ECPAT's planning, monitoring and reporting systems. These developments are reflected in refined objectives, targets and indicators to measure and track progress.

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\* ECPAT International operates on a three-year planning cycle, under a mid-year-to-mid-year calendar. The Strategic Framework is designed to apply from July 2018 to June 2021, based on approval by triennial International Assembly.

## 1.3 GUIDE TO THE FRAMEWORK

The following chapter presents the **global context**, summarising recent findings on the manifestations of SEC and related key issues.

Chapter 3 addresses the **organisational context**, highlighting achievements and challenges over the past three years and ECPAT's comparative advantage. It presents ECPAT's Theory of Change and a summary of the strategies and interventions to achieve the intended changes over the next three years.

Chapter 4 presents the four **Strategic Goals** for the 2018-2021 period, describing their scope and rationale, objectives, and the key outcomes and impacts expected.

Chapter 5 outlines key **implementation issues** and organisational development priorities to ensure results.

The Annex includes a summary Strategic Results Framework.

## 2. GLOBAL CONTEXT: TRENDS AND CHALLENGES

### 2.1 THE CHALLENGE OF EVIDENCE

The impact and scale of sexual exploitation of children (SEC) cannot be overstated. This crime against children, which violates their human rights and imposes lifetime trauma, continues to outpace laws and policies, the justice system and child protection services.

While there are no precise statistics for SEC, evidence shows that children are increasingly vulnerable, and no region, country or child is immune. There is no typical victim, offender or offence, but more opportunities to offend mean more offences and more victims, fuelled by a combination of expanding access to the Internet, mobile technology and cheap travel. A comprehensive view of SEC is centred on the child, and takes into account the specific context in which they live and how their exploitation is facilitated.

Recent years have seen unprecedented opportunities to embed the child's right to protection more deeply into the global agenda, particularly the global commitment to end SEC included in the Sustainable Development Goals (SDGs). Knowledge and evidence gaps are being narrowed. As well as the large pool of data created by the *Global Study on the Sexual Exploitation of Children in Travel and Tourism* (SECTT), ECPAT has commissioned research on child, early and forced marriages, the demand for sex with children, and the identification of victims in online child sexual exploitation material (CSEM).

Our understanding of SEC is also evolving, as seen in changing terminology that recognises that SEC is not always 'commercial' in nature. We are also moving towards a common language to describe this crime – essential for an effective response. In 2016, an Interagency Working Group, spanning UN agencies, child rights non-governmental organisations (NGOs), and law enforcement agencies adopted the *Terminology Guidelines for the Protection of Children from Sexual Exploitation and Sexual Abuse* ('Luxembourg Guidelines'), a step towards international consensus on the language used to describe SEC. This should, in turn, translate into more consistent national policies and laws.

### 2.2 MANIFESTATIONS OF SEC

Now, more than ever, traditional and modern risks are converging to heighten the risks for children. And now more than ever, the lines between different manifestations of SEC are blurred, with individual victims often subjected to multiple forms of sexual exploitation that are closely interlinked and that combine to magnify the complexity and severity of this crime. As globalisation leads to greater mobility and the rapid evolution of digital communication, the fight against SEC faces new and unpredictable challenges caused by a complex mix of drivers and means for the sexual exploitation of children worldwide, in its many different manifestations. These manifestations include exploitation in prostitution, in travel and tourism, through sale and trafficking, through child marriage and online.

It is the manifestation, rather than the victim's circumstance, that often dictates perceptions of SEC and the response. The response to a child exploited in prostitution may focus on prostitution as a crime to be punished rather than on a child's need for protection. For this reason, responses must focus on the circumstances of each individual victim, while being comprehensive enough to address all forms of SEC. As well as initiatives that concentrate on legal and criminal justice responses, efforts must, therefore, focus on protection and prevention measures for children.

## Online child sexual exploitation (OCSE)

The online world is a breeding ground for SEC, yet there is a lack of awareness about the dangers posed to children by the use of information and communications technologies (ICTs) by offenders and by children themselves. The rapid growth and sophistication of ICTs has out-paced parental knowledge, with many prioritising their child's need for privacy and popularity against the need for protection.

Diverse technological innovations are spawning a growing array of self-generated produced sexual exploitation materials and SEC-related offences and behaviours.<sup>1</sup> Offenders anywhere on the planet can access CSEM through the Darknet<sup>2</sup> and payment methods such as Bitcoins.<sup>3</sup> Cloud-based services and Internet-enabled mobile devices allow offenders to abuse children, document the abuse on a mobile phone or other portable device, upload materials to the cloud and access and share them when they go home. Similarly, live streaming of sexual abuse, reported as increasing in scale and severity, allows perpetrators to watch the abuse of children without leaving their homes.<sup>4</sup>

One alarming trend is the growing proportion of child victims who are very young or pre-pubescent. A study by the Canadian Centre for Child Protection indicates that the abuse of 56% of survivors began before the age of four, and 87% were 11 years of age or younger; 42% were abused for more than 10 years.<sup>5</sup> Similarly, a study by ECPAT International and INTERPOL found that over 56% of materials analysed depicted pre-pubescent children and that the younger the victims, the more severe the abuse.<sup>6</sup>

## Sexual exploitation in travel and tourism (SECTT)

Offenders are increasingly on the move according to the 2016 *Global Study on the Sexual Exploitation of Children in Travel and Tourism*. More low-cost airlines, more travel for business and labour, new and cheaper forms of tourism, open-door policies and rapid tourism development often expose children to ever-greater risks.<sup>7</sup>

In many countries, travel and tourism destinations are often developed near communities suffering from poverty and social exclusion. Rather than improving their lives, tourism development often displaces communities that once made a living from, for example, farming or fishing, leaving few alternatives beyond menial work in the tourism sector.

Volun-tourism is another risk, with reports from sub-Saharan Africa of families being persuaded to surrender children to 'orphanages' that make profits from visitors who work as volunteers.

## Exploitation of children in prostitution

There is a growing global focus on so-called 'voluntary' child prostitution, with children apparently deciding to sell sex for a regular income or consumer goods.<sup>8</sup> While children forced into commercial sex receive compassion, those who appear to be 'volunteering' are condemned as 'bad' and are less likely to access services.<sup>9</sup>

Adolescents face pressures that shape their attitudes and actions at a time when risk-taking is the norm. They are bombarded by messages – including advertising – that link success to the ownership of consumer goods, while increased media and advertising sexualisation of children adds to a perceived 'normalisation' of sex in childhood. These pressures, working in combination with a perception of 'outsiders' as being rich and powerful, can convince vulnerable children and adolescents to become involved in their own exploitation.

Local demand for transactional sex with adolescents is thought to account for most cases of SEC, but is hard to identify because it is not always seen as a crime, and children may not see themselves as victims – a view reinforced by public perceptions of their 'consent'.<sup>10</sup> In reality, children cannot 'consent' to sexual exploitation.

## Child, early and forced marriage

There is increasing recognition that child marriage leads to sexual violence against children, including trafficking, prostitution, pornography, or severe vulnerability that may, in turn, lead to sexual victimisation. Where the adult parties benefit financially from contracting an underage union, such a union is a form of commercial sexual exploitation of children.<sup>11</sup>

Some child marriages seem to have no purpose *other* than commercial sexual exploitation. Forms of child marriage involving the sale of young girls to older, foreign men appear to be on the rise in the Middle East.<sup>12</sup> In South Asia, under the tradition of *Seigha*, a judge or cleric can perform a temporary marriage.<sup>13</sup> This attracts offenders to India, with men, often from the Gulf States, marrying a young girl, exploiting her and returning home. The abandoned child is labelled as 'spoiled', paving the way for further sexual exploitation.

## Sale and trafficking of children for sexual purposes

The sale and trafficking of children for sex is a central focus for efforts to address SEC. Many ECPAT Network members work to prevent and respond to such trafficking, including the provision of direct services for recovery and reintegration of victims.

Progress has been made on the trafficking of children across borders as a result of stronger laws and their enforcement. However, the problem continues to evolve, including through transactions arranged online, sometimes paid for through bitcoins. Other developments have increased the vulnerability of children to trafficking for sexual purposes, such as commercial surrogacy, but most particularly the mass movements of refugees and migrants since 2014.

Child victims of trafficking are increasingly refugees or migrants. Those travelling alone are particularly vulnerable, and are, therefore, targeted by exploiters. Given ongoing conflicts and the continuing threat posed by terrorist groups, experts predict that the global refugee and migrant situation will continue to deteriorate.<sup>14</sup> Armed conflicts, environmental disasters and complex emergencies such as forced displacements always heighten vulnerability to sale and trafficking for sexual purposes as well as other manifestations of SEC.<sup>15</sup>

## 2.3 SOCIAL AND CULTURAL PERSPECTIVES

Sexual exploitation of children is fuelled by a mix of **power, impunity and anonymity** that allows offenders and intermediaries to exploit the vulnerabilities of children, families and communities. This mix is rooted in socioeconomic disparities, with offenders often using their comparative wealth and power to exploit victims and evade justice. Such power imbalances fuel demand for SEC, with stereotyped attitudes toward children (sometimes viewed as 'commodities'), gender and culture helping to perpetuate the crime. Social tolerance is coupled with harmful cultural practices such as child marriage and rigid gender norms, and modern-day consumerism on the sexualisation of children.

Offenders' preferred victims may be from minority or indigenous groups that face discrimination and low social status.<sup>16</sup> Studies also suggest that living near major tourism sites or close to areas where natural resources are being harvested or extracted can place children in harm's way.<sup>17</sup> They may be from families struggling with poverty and unemployment. And neglected children from any home or community are more likely to succumb to predators or traffickers.

### Gender dimensions

Girls remain the key targets, but the sexual exploitation of boys may be greater than for girls in some places and in some contexts.<sup>18</sup> The vulnerabilities of both girls and boys often link to cultural stereotypes where girls are weak and passive, while boys are strong and virile, and where social norms determine the 'appropriate' behaviour for both genders. Boys who are homosexual or transgender cannot comply with such norms and may hide their preference in transactional sex, risking a lifetime of exploitation. Perceptions that boys are somehow invulnerable to SEC, or that they are offenders, stop them reporting exploitation or seeking help,<sup>19</sup> so their victimisation goes largely undetected and unaddressed. Joint and global efforts are needed to build and collate evidence on the sexual exploitation of boys.

## Confronting demand for SEC

There is a growing focus on demand for SEC. While some children are victimised by paedophiles or perpetrators completely unknown to them, most demand for SEC comes from individuals they know and trust, which further complicates investigation and prosecution. Demand is driven first by the perpetrators who engage directly in SEC, whose reward is sexual gratification. Second, we have the intermediaries between offenders and victims, whose reward is money and whose role is servicing demand. Finally, we have exploitative systems, social norms and behaviours that sustain demand by supporting the perpetrators and intermediaries.<sup>20</sup>

Some families are involved in the sexual exploitation of their own children – a trend that may be rising, including through live streaming. This is a particular risk for very young children, whose main contact is with those in their ‘circle of trust’. The survey by the Canadian Centre for Child Protection indicates that over 80% of primary offenders involved in multiple-offender cases (nearly 60% of the total) were parents or extended family members.<sup>21</sup>

Vulnerable families may inadvertently put children in danger by trying to improve their prospects. Children sent away as domestic workers, for example, are particularly vulnerable to sexual exploitation.<sup>22</sup> Some families may believe false promises by intermediaries offering children a better future.

Strategies to address demand for SEC must address the socio-cultural, economic, and political factors that allow its perpetuation. The UN Special Rapporteur on the Sale of Children, Child Prostitution and Child Pornography outlines a comprehensive strategy in her report to the Human Rights Council (HRC) on ‘Tackling the demand for the sexual exploitation of children’.<sup>23</sup>

## The role of public institutions

International conventions are in place to protect children against SEC, including the Convention on the Rights of the Child and its Optional Protocol on the sale of children, child prostitution and child pornography. Supported by the monitoring, reporting and follow-up processes associated with these instruments, countries are progressively aligning national policies with international standards. At national level, most countries have laws and policies in place that should protect children against SEC, but these are too rarely implemented or enforced in full.

Lack of enforcement remains a key barrier to effective response. Challenges include failure to understand or keep pace with the crime; corruption; weak judicial processes; and lack of capacity, resources and coordination. The legal system cannot act if crimes are not reported, and under-reporting is a major challenge.

Even when SEC is reported, child victims cannot be sure of the support they need: services to ensure their access to justice, redress and rehabilitation are inadequate the world over.<sup>24</sup> They need appropriate laws that are enforced effectively to ensure justice and effective remedies, as well as access to health, education, and social welfare services. Child victims also require gender-sensitive and child-friendly social and protective services if they are to know their rights, speak out, recover and reintegrate.

## 2.4 EMERGING DIRECTIONS AND OPPORTUNITIES

Ground-level responses that rescue child victims, support their recovery, and bring offenders to justice must be maintained and expanded. However, approaches must also address the multi-faceted nature of SEC and the unique circumstances of each child. Most successes have involved multi-stakeholder collaborations involving governments, law enforcement, civil society, the private sector and the public – including children and young people – in comprehensive strategies that focus on prevention as well as response.

## The Sustainable Development Goals and SEC

The 2030 Sustainable Development Agenda and its SDGs present unprecedented opportunities to make progress towards **ending of SEC**, including specific SDG targets.

**SDG target 5.2:** *Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.*

**SDG target 8.7:** *Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.*

**SDG target 16.2:** *End abuse, exploitation, trafficking and all forms of violence against and torture of children [by 2030].*

The collaborative pursuit of these global targets is encouraging and is transforming the world's efforts against SEC. National policy commitments and engagement with the private sector and civil society are being strengthened, and there are signs of increased resources. Countries are reviewing and amending plans and legislation and strengthening law enforcement to reach targets related to SEC.

## The centrality of partnerships

The ending of child sexual exploitation is everybody's business. Such a vast, hidden and complex crime cannot be ended by any single sector working alone, or by any single approach. This strategy requires comprehensive, child-focused responses to SEC and this, in turn, requires wide-ranging and multi-sectoral partnerships, alliances and collaboration. The work of ECPAT and its members is already driven by close partnerships. We are already part of global, regional and national initiatives that harness the collective and transformative power of governments, organisations, communities and children to tackle this gross violation of child rights. We must now build on this platform to not only expand and consolidate our existing partnerships, but also to bring new partners on board.

## 3. THE ORGANISATIONAL CONTEXT

### 3.1 THE ROLE OF ECPAT

Civil society organisations play a critical function in addressing SEC because of their unique position, which bridges local communities, government and the private sector. Working together and with the Secretariat, members have strengthened their technical capacity to launch or enhance a range of initiatives over the past three years.

- Advocacy and partnerships have been significantly strengthened, including through members' contributions to reporting on SEC to global and regional bodies and mechanisms; supporting initiatives for national and global achievement of the SDG targets that call for an end of SEC; and participation in coalitions, partnerships and alliances to address SEC, including leading partnership efforts such as the initiative for harmonisation of terminology.
- Sexual exploitation in travel and tourism – the challenge that was the original motivation for the creation of ECPAT – has been given new emphasis with the launch of the 2016 *Global Study on SECTT*, a wide range of national and regional initiatives, and the organisation of the International Summit on Child Protection in Travel and Tourism in Bogotá, Colombia in June 2018.
- The capacity of Network members and the Secretariat has been strengthened to address new and emerging manifestations of SEC, particularly OCSE and related child protection concerns in the digital age.

### 3.2 THE ECPAT NETWORK

The global ECPAT Network is critical to the effectiveness of ECPAT International (EI). The Network offers a global focus combined with diverse national action tailored to local contexts. It must be both strong and mutually accountable, with members holding themselves to agreed standards. Collectively, ECPAT aspires to ensure that there are civil society groups working to end SEC in all countries, and particularly where SEC is most prevalent. The Network and its Secretariat operate in complementary and synergistic ways, each with clear roles and responsibilities to achieve maximum impact.

Since its inception over 25 years ago, EI has become the largest global network fighting the sexual exploitation of children. From an original four members to its current membership of 104 individual organisations and national coalitions across 93 countries, the Network has undergone tremendous growth in both individual members and also in the number of countries with an ECPAT presence.

In its start-up phase, the Network was deliberately fashioned to incorporate the energy and force of an informal activist movement, while retaining the structure and solidity of a global organisation. As a result, EI's membership and partners are disparate, comprising CSOs focused solely on SEC as well as those with a broader agenda; coalitions and single entity organisations; groups working at the regional, national, and local levels; and larger and smaller organisations. This diversity has been central to EI achievements and progress over the past 25 years.

Evidence of the growing and evolving nature of SEC, and of the increasing vulnerability of children to sexual exploitation, underscores the importance for regular review of EI's strategies, structure and procedures, including its approaches for recruitment, retention, organisation, servicing and communication with its members and partners. Achieving significant results on SEC requires ECPAT to have a strong and effective Network at national, regional and international levels, supported by a strong and effective Secretariat.

In 2015, the EI Board of Trustees established a Working Group on Network Development to lead a process to ensure the relevance, effectiveness and efficiency of the EI network in the global effort to end SEC. The Working Group led and facilitated a two-year consultative process that, in 2017, produced a final proposal with a number of critical constitutional and policy changes to pave the way for a transformation of the Network. The major recommendations aimed for a simplification of membership categories, and a clear formulation of membership criteria to encourage diversification and coalition building at national level, as well as mandatory consideration of the voices and perspectives of children, (especially survivors of sexual exploitation) in the decision-making and governance of every member.

## **Regionalisation**

One major focus for EI has been to emphasise the strategic importance of its regional structure, which organises its members into ten regional groups: Latin America, North America, East and Southern Africa, West and Central Africa, Middle East and North Africa, Western Europe, Eastern Europe and Central Asia, East Asia, South Asia and The Pacific. This regional approach promotes stronger cohesion among members around regionally specific themes, the political and cultural context and advocacy with regional organisations. Ideally supported by a Regional Coordinator, EI organises regular Regional Consultations where Network members agree on Regional Strategies to implement EI's overall strategic framework. During the 2015-2018 period, EI organised Regional Consultations in all regions except North America and the Pacific, where online consultations were facilitated among the members, the Regional Representatives and the Secretariat.

A key feature of regionalisation has been the establishment of Regional Coordinator positions in Africa, Latin America, South Asia, Southeast Asia and Eastern Europe and Central Asia. As Secretariat staff, Regional Coordinators are responsible for supporting Network members at the regional level, promoting programmatic initiatives and facilitating advocacy initiatives with regional institutions and mechanisms.

Key examples have included successful collaborations with the African Union (in particular the African Committee of Experts on the Rights and Welfare of the Child – ACERWC, and the African Commission on Human and People's Rights – ACHPR); the Organization of American States (OAS) and its Inter-American Children's Institute (IIN), and the Grupo de Acción Regional de las Américas (GARA); the Council of Europe (particularly its Children's Rights Division); the ASEAN Commission on the Promotion and Protection of the Rights of Women and Children (ACWC) in Southeast Asia; and the South Asian Association for Regional Cooperation (SAARC) and its South Asia Initiative to End Violence Against Children (SAIEVAC).

These efforts need to be further strengthened and expanded to ensure that SEC is on the agendas of other regional bodies, such as the Economic Community of Western African States (ECOWAS), the East African Community (EAS), the Southern African Development Community (SADC), the League of Arab States (LAS), the European Commission, and others. Finally, regions that have been under-supported, such as the Caribbean, Middle East and North Africa and the Pacific need additional attention.

## **National coalitions**

A second major focus has been in building national coalitions against SEC. Coalitions account for around one-third of the membership and EI will make good use of the experiences gathered from their countries and from two major ongoing coalition-building projects in South Africa and India. The focus is first and foremost on large countries with high populations and/or a reported high prevalence of SEC, such as Nigeria, the Democratic Republic of the Congo in Africa, India and Pakistan in South Asia, and China in East Asia. EI will develop Country Overviews on SEC and convene national stakeholder consultations on this issue in these countries to raise awareness and identify potential member organisations that can lead to establish strong and effective national EI member coalitions and partnerships.

Many ECPAT member organisations work only partly on SEC issues, and others have a limited geographic scope. In these situations, the involvement of other NGOs and partners should be explored. There is a continuing need to assess and review the current Network and identify strategies to improve effectiveness and ensure wider impact at national levels.

### 3.3 COMPARATIVE ADVANTAGE, CHALLENGES AND OPPORTUNITIES

ECPAT is highly respected by donors, the UN and other key stakeholders. It has a unique status as a CSO Network with a *SEC monitoring role* mandated by the processes of the three World Congresses against the Sexual Exploitation of Children. ECPAT International is a recognised authority on SEC and provides critical support to members, partners and allies of the ECPAT Network. Many of them rely on ECPAT for research, information, capacity building, with the expectation that ECPAT will lead global advocacy on SEC.

ECPAT seeks to catalyse and contribute to change by identifying, promoting and supporting actions to address the different factors that drive and enable SEC – controlling and/or mitigating their influence, and where possible, turning them into building blocks for healthy societies that are safe for children. ECPAT's strategies are built on its understanding of SEC, its record of experiences and results, and the assessment of its relative strengths in addressing the drivers of SEC at national, regional and global levels.

- As a **child rights and child-centred organisation**, EI is committed to the protection, well-being and participation of child victims and survivors, and children at risk of exploitation, particularly those at highest risk, as the focus of all of its efforts.
- As a **civil society actor** committed to social justice and addressing a severe violation of child rights, EI participates in the collective efforts of a broad group of civil society associations and non-governmental organisations, globally, regionally and in every country with an ECPAT presence, facilitating responses against SEC and contributing to a wide range of civil society initiatives.
- As a **global movement of local grass-roots organisations** with capacity, knowledge and expertise, EI works in a flexible and diverse way, promoting interaction among its committed members with a clear strategic perspective and voice.
- As a **Network engaged with stakeholders at many levels**, EI functions simultaneously at national, regional and global levels. The national field experience, knowledge and evidence provided by members inform regional and global engagement, which, in turn, guides strategies and capacity development for all Network members.
- As an **advocacy-focused organisation**, EI works with governments, UN agencies and other international organisations, the private sector, academia and a wide range of civil society actors, leveraging its voice, experience and country presence for maximum influence and impact against SEC.
- Recognising the **multi-dimensional nature of SEC**, EI takes a cross-disciplinary approach, applying the perspectives and methods of law, psychology, sociology, anthropology, public health, information technology, criminology, and economics to generate knowledge, communicate about SEC and support actions to address its multiple drivers.

ECPAT works in partnership to achieve its goals, bringing together Network members, experts, decision makers, children, survivors, law enforcement, the private sector and faith-based organisations. It recognises that SEC can only be addressed effectively through multi-sectoral and multi-stakeholder approaches.

ECPAT is enjoying a period of relatively stable and diverse funding for its core and project support. However, challenges remain. Current resources are insufficient to meet both the growing demand from members for support and expectations for increased advocacy as SEC spreads and mutates. Technical requirements to support programmes are increasing, while the visibility of SEC under the SDGs creates increasing opportunities to leverage support and resources across all regions.

While efforts to address OCSE, SECTT and trafficking must continue to be prioritised, different forms and settings of SEC call for urgent action. Commitment must be mobilised and strategies must be put in place to address child, early and forced marriage in particular regions, which represent a form of commercial sexual exploitation, and there must be a sharper focus on SEC in armed conflict, natural disasters, migration and refugee movements. At the same time, the recruitment of children for sexual exploitation continues in environments that are meant to be safe, calling for increased attention, resources and action in apparently wealthy and well-resourced environments.

### 3.4 ECPAT'S THEORY OF CHANGE

ECPAT's Theory of Change reflects the persistent, growing and shifting nature of the challenge of SEC, and the requirement for response and interventions that are agile and multi-faceted, involving multiple actors. With a mandate to monitor and draw attention to SEC, EI applies a selected set of core strategies to pursue its mandate and contribute to results against SEC. The four Change Goals introduced in the Strategic Framework 2015-2018 have driven and guided ECPAT's work over the three-year period.

1. **Victims and survivors of SEC at the centre of ECPAT's work**, through a focus on child protection and support, and mobilising victims' and survivors' voices, perspectives and participation.
2. **Advocacy and campaigning** by the Secretariat and Network members to engage and mobilise the public and key stakeholders, through policy advocacy and public communications.
3. **Knowledge and evidence generation** on SEC issues, progress and lessons learned, through global and thematic research, national and regional analysis, and monitoring and reporting.
4. **Development of the ECPAT Network** through national and regional initiatives to raise public awareness, advocate for change, and support direct actions; capacity building and support of the Network and partners; and expanding the numbers and expertise of member organisations and national coalitions.

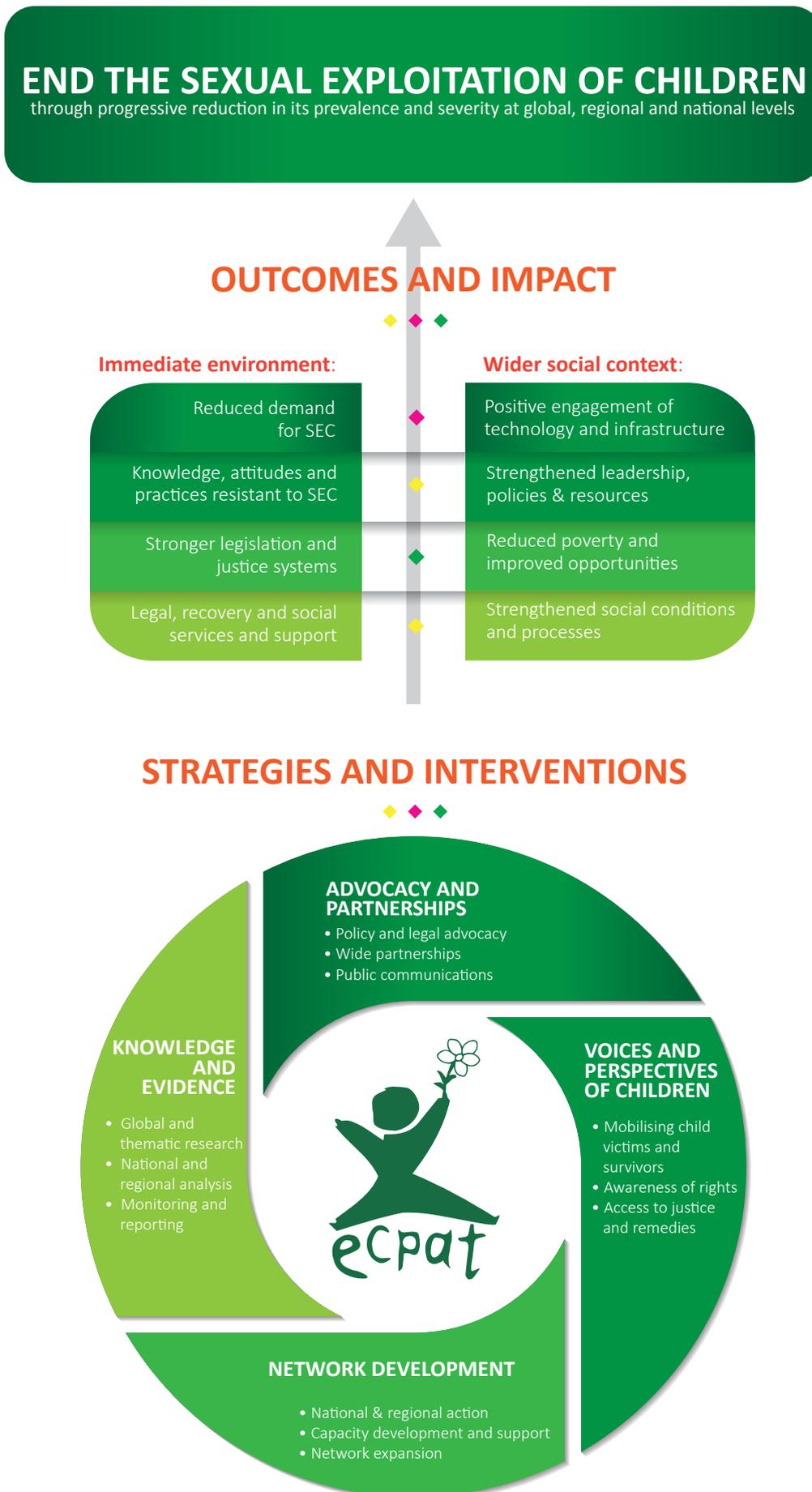
This Strategic Framework updates the four Change Goals as 'Strategic Goals' for 2018-2021, confirming their soundness and taking account of progress that has been made in each area. Under each of these headings, a variety of interventions are carried out by EI and its partners. Expressed in the language of 'results', EI's Inputs of people, time, funds, and expertise are devoted to generate **Outputs** in the form of programme activities and advocacy, jointly with partners, as described in Chapter 4.

The actions of EI and all stakeholders are in turn intended to achieve **Outcomes** of change in the conditions that drive SEC, in the child's immediate environment and in the wider social context – reducing their influence, and, where possible, turning them into the following building blocks for healthy societies that are safe for children.

- Better understanding of and reducing **demand by perpetrators**, through research on patterns of offense and support for more effective treatment.
- Improved **knowledge, attitudes and practices** against SEC, to break the silence, communicate new knowledge, and promote awareness about the crime, its impacts and how to address it.
- Strengthened **legislation and justice systems** through engagement with global and regional bodies and mechanisms, support to strengthening national response and law enforcement, and legal advocacy.
- Promoting **legal, recovery and reintegration and other social services and support** for children, victims and survivors, as a primary focus of ECPAT Network members' work at national level.
- Reduced risks and vulnerability to SEC from rapid changes in **technology and infrastructure**, promoting the innovative use of technology and global systems to protect children against the different manifestations of SEC.
- Strengthened **leadership, policies, systems and resource allocation** to address SEC at global and national levels, through partnerships, engagement, and work on the ground.
- Reduced **poverty and economic conditions** that increase children's vulnerability to SEC and promote perpetration at all levels.
- Through all of these actions, contributing to strengthened **social structures and processes** that respect, protect and fulfil the rights of children to be free from sexual exploitation.

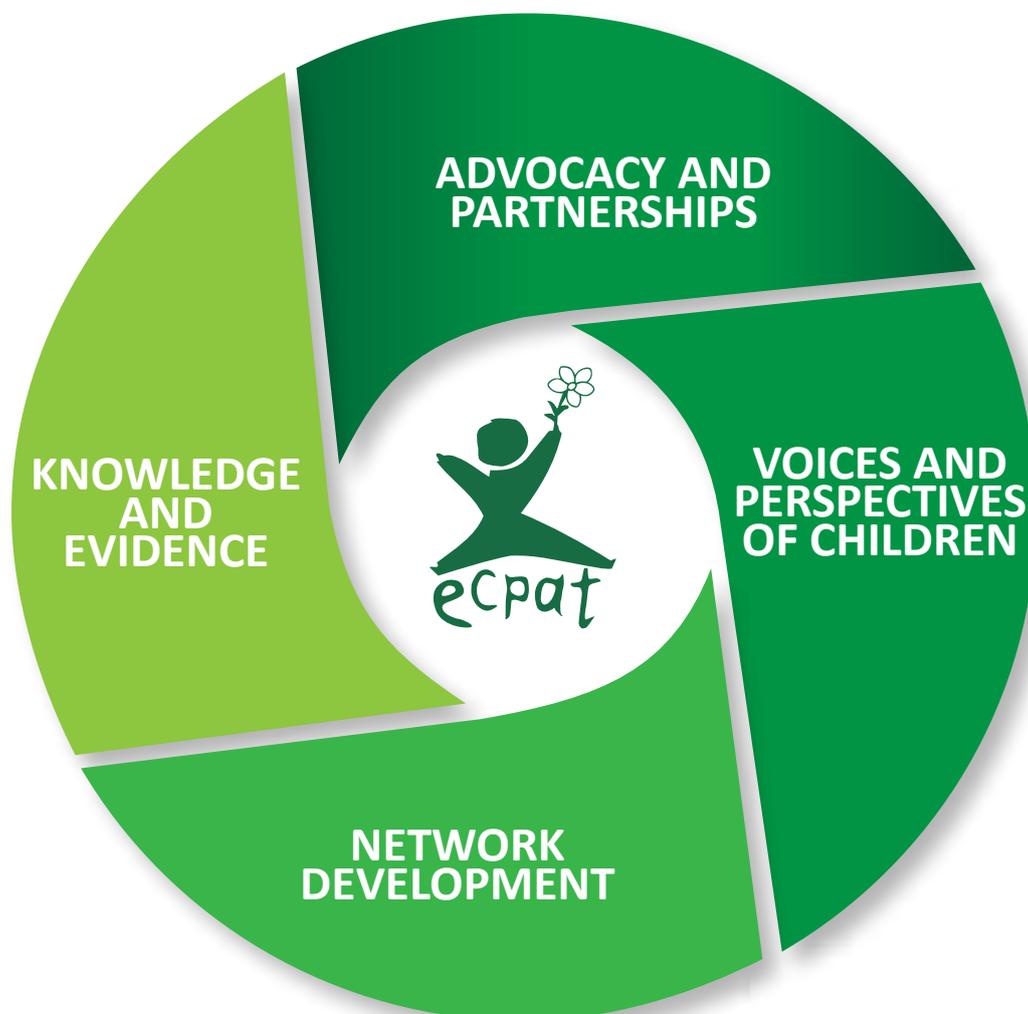
Together, these interlinked outcome results aim to achieve the global goal of ending the sexual exploitation of children by 2030, through progressive reduction in its prevalence and impacts. This mission represents the focus for ECPAT's work during the 2018-2021 period and beyond.

Figure 1. ECPAT's Theory of Change



## 4. STRATEGIC GOALS AND OBJECTIVES, 2018-2021

The four Change Goals established in the Strategic Framework 2015-2018 have guided the International Board of Trustees, the Network and the Secretariat. Through a learning process, these have been iteratively refined and updated as 'Strategic Goals' for the 2018-2021 period.



## The following sections present for each Strategic Goal area:

A statement of the **OUTCOME - LEVEL** result that is aimed to be achieved by 2021;

**RATIONALE**, briefly describing the context and purpose;

**SCOPE**, identifying the span of thematic coverage;

**OBJECTIVES**: key areas of intervention, at the level of Output level results;

**APPROACH**: the key steps that will be taken to achieve the goal; and

**MEASURES** of success.

A Results Framework, summarising the Objectives, Measures of Success and a set of Key Indicators for the four Strategic Goals is presented in the Annex. The Key Indicators are quantifiable, 'Smart' tools to monitor the achievement of Objectives and Measures of Success on a regular basis.

## 4.1 THE VOICES AND PERSPECTIVES OF CHILDREN, PARTICULARLY THOSE WHO ARE VICTIMS AND SURVIVORS, ARE AT THE HEART OF ECPAT'S WORK AGAINST SEC

### Outcome

***Policies, programmes and advocacy benefit from improved access to justice by victims of SEC, greater protection for children at high risk, and active engagement of victims and survivors of SEC.***

#### Rationale

ECPAT places the victims and survivors of sexual exploitation at the centre of its attention and work. SEC creates significant trauma for child victims and survivors, which may last a lifetime and that represents a critical, under-addressed issue in child rights and public policy. For reasons of trauma, fear, stigma and shame, child victims are usually not in a position, nor do they have the capacity, to come forward. Urgent efforts are needed to support child victims in becoming aware of their rights, and in ensuring their access to justice, as well as medical, psychological and social support services tailored to their specific needs in terms of recovery and re-integration.

Victims of childhood sexual exploitation can often only be represented by survivors, many of whom are adults by the time they are ready to contribute. Increased focus is therefore given to the role and engagement of survivors, who are increasingly organised to end SEC and promote the rights of child victims. It is critical to bring the voices and perspectives of child victims and survivors into public debates about SEC and as a key element of advocacy and programmes to tackle the crime.

#### Scope

*The voices and perspectives of victims and survivors of SEC* communicate powerfully. ECPAT prioritises consulting with victims and survivors and bringing their perspectives and recommendations into knowledge generation and advocacy. Mainstreaming of their voices and perspectives is also promoted through the active role of youth groups, including survivors, in ECPAT's governance and decision making at national and global levels.

*Awareness of the rights of child victims* is a central focus of ECPAT's work and decision making, through support for the dissemination and adaptation of a 'Child Victims' Bill of Rights' and its promotion in countries around the world. ECPAT is committed to preventing children from becoming victims, this is to be achieved by giving focus to the factors in the environment and society and behaviours that place children at risk of sexual exploitation, particularly those at the highest risk. ECPAT consults and engages with children and young people to improve understanding of the challenges they face and identify solutions.

*Access to justice and to effective remedies* is promoted by helping victims to become aware of their rights (through, for example, the 'Bill of Rights' initiative) and encouraging them to report offences and violations of their rights, and also through the international complaints procedure set out by the Third Optional Protocol to the CRC on a Communication Procedure. Children are encouraged to seek the support needed to fulfil their rights from law enforcement and the justice system. Many Network members are actively involved in helping child victims to access treatment and support from medical, mental health, counselling and social welfare services that are working to strengthen the quality of these services in their respective countries.

## Objectives

- National policies and programmes against SEC are strengthened through the voice and engagement of victims and survivors of child sexual exploitation, strongly supported by CSOs, with particular focus on countries where ECPAT has a presence
- Children and all relevant stakeholders are aware of the specific rights of child victims of sexual exploitation and abuse, and children are increasingly empowered to speak out
- The voices of children contribute effectively to actions for the prevention of SEC at national, regional and global levels
- Child victims of SEC have increased access to child-friendly justice and receipt of effective remedies and reparations

## Approach

By 2021, policies, programmes and advocacy against SEC at local, national, regional and global levels will be strengthened through consultations with child victims, at-risk youth and adult survivors of childhood sexual exploitation and abuse. These consultations will provide pathways for child victims and adult survivors of child sexual exploitation to be mobilised, empowered and for their voices to be amplified through a sustained movement, supported by collaboration, networking and sharing of information. It is envisioned that consultations with survivors, organised according to agreed ethical and child protection standards, will be held in most countries where ECPAT has a presence. This will lead to the establishment of systematic channels and mechanisms for meaningful participation of victims and survivors of SEC, including the provision of feedback regarding the results and outcomes.

Through awareness-raising and advocacy by ECPAT member organisations and partners, the rights of child victims of sexual exploitation and abuse will be better understood and put into practice by victims themselves, by those at risk and by all relevant stakeholders. Effective implementation and dissemination of the 'Bill of Rights' as a child-friendly tool at local and national levels will not only ensure that children, especially child victims, are well informed of their rights, but also that the needs of these children are acknowledged by the judicial system, law enforcement, caregivers and other child protection professionals. These efforts will assist in empowering children to report their abuse and exploitation and for civil society organisations and other relevant stakeholders with a duty to protect children to effectively use the 'Bill of Rights' to minimise the barriers children may face in their access to justice and to ensure that victims' and survivors' needs are met.

By 2021, ECPAT will significantly increase awareness and understanding by the public, government actors and other stakeholders of the barriers that child victims of SEC experience in access to justice. The UNCRC, the UN Special Rapporteurs, UN Special Representatives and the UN Human Rights Council will be encouraged to further articulate their support for the rights of child victims of sexual exploitation. An "Access to Justice checklist" will be developed and promoted by ECPAT as a tool for measuring States' efforts to ensure child victims' right to effective remedies and access to justice. These efforts will be supported by guidelines and other online resources for ECPAT members on access to justice and remedies for child victims.

## Measures of Success

- All ECPAT Network members have a mechanism to incorporate the voices and perspectives of child victims in their governance, decision-making, programmes and advocacy.
- In countries where ECPAT has a presence, States incorporate child victim's voices and perspectives in legislation, justice system, policies and programmes, and support the 'Bill of Rights'.
- Network members give focus to children at a high risk of sexual exploitation and support actions to identify child victims through communication and awareness raising activities, particularly along the themes within the 'Bill of Rights'.

## 4.2 ECPAT'S ADVOCACY CONTRIBUTES EFFECTIVELY TO NATIONAL, REGIONAL AND GLOBAL EFFORTS AGAINST SEC

### Outcome

***Action against SEC is prioritised and advanced in global, regional and national agendas through high-level advocacy, work through partnerships including the private sector, faith-based organisations, religious leaders, academia and human rights mechanisms, and through public awareness-raising and effective communications.***

### Rationale

Since its establishment in 1990, ECPAT has been first and foremost an advocacy and campaign organisation, highlighting the problems of SEC with leaders and decision makers in government, the private sector and civil society, at national, regional and global levels. ECPAT's efforts to position and maintain SEC on national policy agendas take place mainly through the work of Network members, and globally and regionally through the work of Network members and the Secretariat.

ECPAT's advocacy encompasses engagement with governmental and intergovernmental systems and the public sector, and with decision processes of all stakeholders against SEC. A key approach has been the organisation of events and promotion of messages for stakeholders from all parts of society, generating shared commitment and joint action, including through the convening of the three World Congresses and mobilising for the inclusion of specific targets relevant to SEC in the SDGs. In these efforts, ECPAT has worked effectively with *faith-based organisations* to address different manifestations of SEC, recognising and respecting the reach of religions into families and communities around the world. ECPAT has also worked productively with the private sector, whose policies, standards and practices have a significant impact on the conditions under which SEC occurs.

Recent years have seen heightened attention to specific and complex SEC issues such as OCSE, SECTT and the sale and trafficking of children for sexual purposes often with regional specificities. In addition, there has been an expanded number and greater diversity of dedicated alliances and initiatives, addressing SEC-related concerns in the context of the SDGs. ECPAT has capitalised on these developments through a series of focused advocacy initiatives within a comprehensive vision.

### Scope

*Policy advocacy* aims to raise political attention and will to address SEC on the part of society's leadership; to create space for SEC in policy discussions, strategies and plans; and to promote and mobilise for improved national policies and programmes to address SEC. In partnership with other organisations it promotes the development and adoption of international standards, policies and strategies of global and regional bodies and mechanisms, including support for the implementation of the Optional Protocol to the CRC on the Sale of Children, Child Prostitution and Child Pornography (OPSC) and the adoption new UN World Tourism Organization (UNWTO) Framework Convention on Tourism Ethics.

ECPAT works with private sector companies and industry groups, FBOs and religious leaders, professional associations, international partnerships, regional mechanisms and other key stakeholders in order to build recognition of relevant SEC issues, mobilise their participation in outreach and practical action, and gain their support for strengthened policies and resource allocations at global, regional and national levels.

*External and internal communications* highlight and advance SEC issues and concerns, raise awareness, contribute to changes in norms, attitudes and practices, and mobilise action in all sectors, including through support to campaigns and mobilisation of the general public and CSOs by Network members. ECPAT reaches key target audiences and the public through reports and other print materials, media liaison, websites, the Network Hub, and the use of videos and social media.

*Legal advocacy* provides critical support to facilitating change in laws and standards and strengthening their enforcement at global, regional and national levels. This includes technical support for amending current legislation and drafting of new laws that bring international provisions against SEC into national legal systems. Legal advocacy also includes support to national reporting on SEC to global and regional human rights bodies and mechanisms.

## Objectives

- Effective contribution by ECPAT to the work of global, regional and national institutions, mechanisms and partnerships to influence decisions concerning legislation, policies, programmes and resource allocations against SEC
- Strengthened partnership with and engagement of faith-based organisations and religious leaders, private sector and other key stakeholders in the fight against SEC
- Comprehensive and up-to-date information and materials about SEC are provided to target audiences, and their engagement is promoted through a variety of channels

## Approach

ECPAT's policy advocacy seeks to (a) Identify strategic agendas, events and processes to influence, at as high a decision making level as possible; (b) Develop messages and materials tailored for particular advocacy settings and audiences; (c) Clearly identify the results that are sought from advocacy interventions and give them specific focus; (d) Ensure that advocacy is conducted at an appropriate level of seniority and expertise; and (e) Maintain contacts and participate in relevant partnerships and forums to sustain advocacy networks.

ECPAT anticipates further openings for policy advocacy to influence agendas and translate the commitments of political leaders, international bodies, FBOs and religious leaders, law enforcement and the private sector into improved policies, plans, programmes, laws and resource allocations. Key areas for high-level advocacy include: the resourcing and achievement of the SEC related SDG targets; universal OPSC ratification and strengthening of its reporting and implementation; and maintaining attention to SEC on the agendas of human rights bodies and mechanisms. ECPAT programme initiatives will contribute concretely to policy advocacy at national level, with attention given to improving indicators, data collection and monitoring systems on SEC, and expanding partnerships with FBOs and religious leaders to more effectively reach families and communities, and with the private sector.

Investment in communications will be strengthened significantly. ECPAT will support its membership to enhance their communications capacity and products, to increase the effectiveness of members' work at country level and drive a constant flow of content to be further developed, processed and shared. ECPAT will give increased attention to working with press and media, including by fostering a network of journalists, media houses, broadcasters and other communicators to document and disseminate information on SEC-related issues.

## Measures of success

- Increased public awareness and engagement leads to more effective prevention, community action, and pressure on duty-bearers.
- Governments, companies and other duty-bearers increase their preventive and protective actions in the fight against SEC.
- Key stakeholders, including media, use correct terminology and report ethically about SEC.
- Members work online and with an active social media presence.

## 4.3 ECPAT CONTRIBUTES CRITICAL KNOWLEDGE AND EVIDENCE TO INFORM ADVOCACY AND ACTION AGAINST SEC

### Outcome

***Awareness, understanding and actions to combat SEC by ECPAT, its partners and the public are strengthened by improved and up-to-date knowledge and evidence.***

#### Rationale

Knowledge and evidence generation are critical to ending SEC. While knowledge has increased and advances have been made in reporting and exposing abuse, the crime still remains largely hidden and unreported. Through its Network, research contacts and partnerships, ECPAT creates, facilitates and communicates knowledge and evidence about the manifestations and impacts of SEC, the conditions under which it occurs and flourishes, and the progress and effectiveness of solutions. Up-to-date knowledge is required to deal with its constantly mutating nature, yet data are scarce due to SEC's illegal and furtive nature. Some limited primary research can be conducted, but knowledge generation involves bringing together and considering information and evidence from various sectors and countries and from a range of academic sources, Network members and key partners, alongside selected primary data collection. Evidence must be of the highest possible quality if it is to inform decisions and guide action and to ensure credibility in advocacy with international bodies, the private sector and civil society.

#### Scope

***Global and thematic research*** examines SEC issues and the strategies and interventions to address them in a multi-disciplinary perspective, contributing to ongoing ECPAT advocacy and programmes. It also gives focus to SEC problems that are overlooked or under-addressed by convening experts and conducting reviews. In each case, the Secretariat works synergistically with Network members to create and enhance understanding of SEC issues and motivate and support national-level action. There is a particular focus on accessing and incorporating in an ethical manner the voices of victims of sexual exploitation and vulnerable children in research.

***National and regional analysis*** is a key and ongoing focus for ECPAT, to generate and synthesise knowledge about the nature, extent and manifestations of SEC in specific country and regional contexts. This is carried out through a combination of primary data collection, desk research drawing on published and unpublished sources, and country-level evidence generated by Network members.

***Monitoring and reporting on interventions and progress*** forms a key component of collective action and advocacy for the refinement of policies and strategies and for understanding both the gains being made, and any gaps, in the efforts of ECPAT and its partners. ECPAT supports and contributes to national monitoring through databases and systems for reporting on the situation, progress and achievements against SEC, as well as contributions to established reporting mechanisms. Formal monitoring systems against SEC are generally managed by official bodies and/or partnerships; ECPAT contributes to their development and provides information and updates to these systems.

## Objectives

- Effective contributions by ECPAT to inform and support global, regional and national advocacy and communication efforts against SEC through the generation of knowledge and evidence that reflect the scale, scope and emerging trends of the phenomenon
- Increased quality of research and evidence generation on SEC by ECPAT and its partners
- Strengthened collaboration and partnerships in knowledge and evidence generation on SEC issues
- Increased capacity for the generation of high quality knowledge and evidence among the ECPAT Network members and key partners

## Approach

By 2021, it is anticipated that ECPAT will become even more successful in shaping future research directions and imperatives. While remaining sensitive and responsive to requests for data and research assistance from key international/regional level stakeholders, ECPAT members and other allies in efforts to end SEC. ECPAT's research strategy will ensure prioritisation of knowledge generation in areas of maximum network and policy leverage, and in under-researched areas such as sexual exploitation of boys. It also calls for more rigorous collation and analysis of data; building the capacity of Network members to engage in and learn from research; pro-active scanning of the external environment and development of briefing papers and related knowledge products; and close linkages of ECPAT's knowledge and evidence generation with the SDGs and international reporting processes.

ECPAT will continue to undertake or participate in Global Studies on manifestations of SEC which are part of the core mission of the ECPAT Network, such as on OCSE, issues surrounding the sale and trafficking of children for sexual purposes, and other strategic topics.

ECPAT will maintain and expand its production of regional and national Situation Analyses and Overviews on SEC, and promote their use as a resource by Network members.

ECPAT is committed to a rights-based, child-centred approach to research. All ECPAT related research involving children must adhere to robust ethical and child protection policies, with externally reviewed research protocols. Collaboration with specialised academic and other research and policy institutions will further increase the professionalism, quality and capacity of ECPAT's work.

To strengthen the accountability and response of state and non-state actors in combating SEC, ECPAT will prioritise support to the development of concrete targets and indicators to measure progress towards those SDG targets related to SEC. ECPAT will collaborate with relevant agencies and alliances to implement monitoring frameworks toward the SDGs and related targets. At the national level, members will work with partners to track progress and use the findings to inform policy advocacy and programmes.

## Measures of success

- ECPAT has significantly increased the quality, utility and promotion of cutting-edge research to provide governments, the private sector, academia, CSOs and global and regional organisations with evidence to inform their policies, programmes, and legislation.
- Research evidence, and the emerging recommendations, form a key component of ECPAT's advocacy and communication efforts.
- Major flagship research projects are conducted involving Network members and wide range of partners.

## 4.4 THE ECPAT NETWORK PLAYS AN ACTIVE ROLE IN EFFECTIVELY ADDRESSING ALL MANIFESTATIONS OF SEC

### Outcome

*Global, regional and national commitments and actions to address SEC are enhanced by an effective, impactful and expanded ECPAT Network, supported by a strong and adequately resourced Secretariat.*

#### Rationale

The ECPAT Network forms the backbone of the organisation and its movement, connecting civil society members in countries worldwide, enabling and sustaining an active two-way exchange of information and evidence on addressing SEC that spans national, regional and global levels. The composition of the Network includes its members at the national level, with a key role played by the ECPAT International Child and Youth Advisory Committees (EICYAC). ECPAT's strength is grounded in the interactions that span these levels, as the experiences and knowledge of member organisations and children inform global and regional strategies, research and advocacy. At the same time, the global and regional work coordinated by the Secretariat helps to mobilise, guide and support the work of members in their respective countries.

#### Scope

*National and regional engagement* is the focus of the work of Network members, bringing together their individual capacities to raise public awareness, advocate for changes in national policies and laws, and support direct action to assist child victims and survivors. A key channel in this regard is support to reporting to global and regional human rights bodies and mechanisms on SEC concerns, leading to recommendations for improved national policies and legal frameworks. Regional impact is gained by sharing experiences across countries and working with regional bodies and initiatives, with support from the Secretariat.

*Capacity development and support* of the ECPAT Network and its partners is a key priority for the Secretariat, aiming to ensure that expertise and experience are shared and that national members are able to contribute fully. The capacity of Network members is strengthened on priority issues, such as OCSE, SECTT, sale and trafficking of children for sexual purposes, through training and awareness raising workshops- both online and offline. Support to the Network includes the provision of tools and communication channels to ensure effective collaboration and knowledge transfer with and among members and to bring stories from the grassroots to the attention of decision and change makers.

*Network expansion* is essential to maintain the momentum and relevance of ECPAT. The effectiveness of the Network's work to end SEC is strengthened by seeking new members and partners in countries where ECPAT is not represented and in collaborating with existing members in countries where ECPAT is under-represented. This expansion will allow greater inclusion of organisations that are specialised in addressing key issues and priorities, thus increasing ECPAT's capacity to act widely and comprehensively against SEC. There is a strong focus on promoting and supporting the engagement of survivor groups, and on facilitating partnerships at the national level.

## Objectives

- Strengthened advocacy and actions against SEC at the national and regional levels on country and region-specific priorities, linked to the advocacy and communication strategies of the Secretariat and other members
- Strengthened knowledge, legal frameworks, policies and actions against SEC at the country level
- Increased technical capacity of Network members and key partners to understand and address SEC and mobilise effective action
- Increased reach, engagement and impact of the ECPAT Network in the fight against SEC
- A well-functioning ECPAT Network, with effective participation, solidarity, communication and sharing of information and experience

## Approach

It is expected that the ECPAT Network will continue to grow in both the number and the capacities of its members. ECPAT will seek new members and strategic partners in countries and regions where there are gaps in its membership and in expertise in key programmatic areas. In particular, ECPAT's presence and programming will be substantially strengthened in Eastern Europe and Central Asia, Middle East and North Africa, the Caribbean and the Pacific. Targeted efforts will be made to expand and strengthen the Network in these regions and raise awareness of the most common manifestations of SEC among regional organisations and national decision makers.

In order to make significant progress in ending SEC on the global level, ECPAT will apply the lessons learnt from the model for building national multi-stakeholder coalitions currently being piloted in India and South Africa and give priority to building coalitions, particularly in countries with large populations and reports of a high prevalence of child sexual exploitation.

The capacity of Network members will be increased to adopt and implement strong child protection/child safeguarding policies, including supporting other organisations to develop and implement such policies.

ECPAT will actively seek to include additional organisations of survivors of child sexual exploitation into its Network. ECPAT's focus on taking into account the voices and perspectives of victims and survivors, will continue to play a role in decision-making and governance. Opportunities will be promoted for exchange of experiences within the ECPAT Network on working with child victims and survivors of SEC.

ECPAT will engage at the regional level through joint advocacy initiatives with regional and sub-regional bodies and mechanisms. ECPAT members will actively participate at the regional level and work together with the Secretariat to contribute to country level reporting to regional and global institutions and human rights bodies. Regional level advocacy will be carried out through campaigns, annual consultations, joint research and up-to-date regional overviews of SEC.

Capacity development will be enhanced through the ECPAT Network, using enhanced online platforms and real-time exchange, and access to a wider range of skill-building resources. In different technical areas, selected Network members may serve as centres of expertise and lead in capacity development. ECPAT's online platform will be enhanced with up-to-date information on members' expertise, experience and stories, to better facilitate the sharing of experiences, progress assessments and lessons learned within the Network.

## Measures of success

- All regions have an effective ECPAT presence, linking national, regional and global efforts.
- There is clarity of roles within ECPAT International (Network, Secretariat and Board), leading to further strengthened collaboration and mutual accountability in addressing SEC.
- ECPAT member organisations actively identify as ECPAT members in public communications.

## 5. IMPLEMENTATION STRATEGY

### 5.1 COMMITMENT TO RESULTS

Building on the direction set by the 2015-2018 Strategic Framework, the ECPAT Secretariat has significantly strengthened its results-based approach in planning, implementation management, monitoring and reporting. While this approach reflects the grants and commitments from the Secretariat, the scope of its work in the regions and globally also reflects to a certain extent the achievements of the Network as a whole and overall impact in addressing SEC.

The results-based approach is reflected at both the strategic level and in ECPAT management, facilitating alignment both with the high-level results focus of the SDG targets related to SEC, and with the principles and frameworks applied by key donors, partnerships and funding platforms working to end SEC.

The Measures of Success and Key Indicators identified for the four Strategic Goals will be used to report on overall organisational progress. In this spirit, it will be important to adopt monitoring tools that can be applied by members and therefore more fully reflect actions and results achieved across the ECPAT Network. While a comprehensive monitoring framework is not currently realistic in view of the diversity and independence of the membership, steps will be explored to expand the collection of information from Network members on key SEC issues, in order to more fully reflect and credit the contributions of ECPAT International as a whole to ending SEC.

Fundamental challenges continue to be faced in measuring progress and impact-level achievements against child sexual exploitation. The lack of accurate and complete data limits the establishment of baselines and targets and measurement of progress. In addition, ECPAT's inputs reflect only a partial, yet critical, contribution to overall impacts against SEC. ECPAT will continue to collaborate with international organisations and global and regional partnerships in the development of measurable indicators and the collection of data on SEC and the results of interventions. Key examples are the framework of the Model National Response against OCSE, and the development of a common system for monitoring implementation of the recommendations of the Global Study on SECTT.

Data are important to demonstrate the prevalence of SEC and to measure the impact of interventions. Besides the need for data, there is already a wealth of information within the ECPAT membership from its actions, programmes and services on the ground. The ECPAT Network in the coming years should collectively improve the use of this information for "story-telling" to the public and to decision makers about the effectiveness of ECPAT's interventions. The voices of victims and survivors should be central in these stories, highlighting the resilience of children to transform from victim to survivor. Some members already use a large variety of dissemination channels to tell their stories, while other members' capacity will be further developed to reach their audiences through new and modern communication channels.

## 5.2 ORGANISATIONAL DEVELOPMENT PRIORITIES

To support the achievement of the Strategic Goals, ECPAT will:

- Continue to explore models of membership and governance that could enhance its capacity to provide global, regional and national leadership in efforts to achieve the SDG targets that call for an end to the sexual exploitation of children by 2030.
- More effectively use information technologies to strengthen communications between and among all levels of the organisation.
- Nurture and support the development of staff with a view of ensuring the emergence and growth of new leadership to address local, national, regional and global efforts to end SEC.
- Encourage and facilitate innovation at all levels of the organisation, including through the application of digital technologies to prevent SEC and to protect and assist victims.
- Enhance its presence and participation in high-level fora and events.
- Advocate for greater resource allocations from governments, foundations, multi-lateral and bi-lateral assistance agencies, donors, the private sector and others to achieve an end to SEC.

## 5.3 CONCLUSION: THE VIEW TO 2030

Ending SEC is everyone's business – governments, international organisations, civil society organisations, law enforcement, faith-based communities, the private sector, communities, and families as the child's first line of protection. Efforts must rest on solid evidence and be informed by the voices and perspectives of children, particularly survivors. Priority actions must promote:

- **Awareness raising:** to bring SEC into the light, drawing on good information
- **Prevention:** a strong focus on prevention is needed for lasting impact
- **Reporting:** to give people confidence in reporting mechanisms that work
- **Ending impunity:** governments must address the persistent impunity that reinforces offenders' sense of entitlement and victims' disempowerment
- **Access to justice, care and recovery for child victims:** survivors can help policy makers create appropriate responses, and governments need to invest more in their child protection systems.

**ECPAT International** confirms its commitment as the largest civil society network of organisations devoted to ending SEC. Its mission and work will continue to promote three overarching aims, which are instrumental in ending SEC:

- Continued momentum and visibility in efforts to end SEC through the collective actions of civil society organisations, coalitions and networks at national, regional and global levels;
- Collaborative and pro-active contributions by strategic and influential stakeholders and partners; and
- Effective prevention of SEC and protection of child victims through improved policies, legislation, programming, law enforcement and resource allocation.

It has taken many years to bring the issue of SEC onto the global agenda. Through the SDGs, the leaders and governments of all countries of the world have promised children that by 2030 the world will be a safe place for them, free from sexual violence. The opportunities are there to be grasped, backed by a growing consensus on the need for urgent action. Alliances are ready at global, regional and national levels, and the directions are clear. What is required is greater political will and more intensive collaboration to end SEC, backed by adequate resources.

# LIST OF ACRONYMS

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ACERWC	African Committee of Experts on the Rights and Welfare of the Child
ACHPR	African Commission on Human and People’s Rights
ACWC	ASEAN Commission on the Promotion and Protection of the Rights of Women and Children
AIPA	ASEAN Inter-Parliamentary Assembly
ASEAN	Association of South East Asian Nations
CRC	Convention on the Rights of the Child
CSAM	Child sexual abuse material
CSEM	Child sexual exploitation material
CSO	Civil society organisation
EAS	East African Community
ECOWAS	Economic Community of Western African States
EI	ECPAT International (Network and Secretariat)
EICYAC	ECPAT International Child and Youth Advisory Committee
EU	European Union
FBO	Faith-based organisation
GARA	Grupo de Acción Regional de las Américas (Regional Action Group of the Americas)
HRC	UN Human Rights Council
ICT	Information and communications technology
IIN	Inter-American Children’s Institute
ILO	International Labour Organization
INTERPOL	International Criminal Police Organization
IOM	International Organisation for Migration
LAS	League of Arab States
NCMEC	National Centre for Missing and Exploited Children
NGO	Non-governmental organisation
OAS	Organization of American States
OPSC	Optional Protocol on the Sale of Children, Child Prostitution and Child Pornography
OCSE	Online child sexual exploitation
SAARC	South Asian Association for Regional Cooperation
SADC	Southern African Development Community
SAIEVAC	South Asia Initiative to End Violence against Children

SDGs	Sustainable Development Goals
SEC	Sexual exploitation of children
SECTT	Sexual exploitation of children in travel and tourism
UN	United Nations
UNCRC	UN Committee on the Rights of the Child
UNICEF	United Nations Children’s Fund
UNODC	United Nations Office on Drugs and Crime
UNWTO	United Nations World Tourism Organization
UPR	Universal Periodic Review
VAC	Violence against Children
WHO	World Health Organization

## Strategic Results Framework

Strategic Goals	Objectives	Measures of Success	Key Indicators
<p><b>1. The voices and perspectives of children, particularly those who are victims and survivors, are at the heart of ECPAT's work against SEC</b></p>	<ul style="list-style-type: none"> <li>National policies and programmes against SEC are strengthened through the voice and engagement of victims and survivors of child sexual exploitation, strongly supported by CSOs, with particular focus on countries where ECPAT has a presence</li> <li>Children and all relevant stakeholders are aware of the specific rights of child victims of sexual exploitation and abuse, and children are increasingly empowered to speak out</li> <li>The voices of children contribute effectively to actions for the prevention of SEC at national, regional and global levels</li> <li>Child victims of SEC have increased access to child-friendly justice and receipt of effective remedies and reparations</li> </ul>	<ul style="list-style-type: none"> <li>All ECPAT Network members have a mechanism to incorporate the voices and perspectives of child victims in their governance, decision-making, programmes and advocacy</li> <li>In countries where ECPAT has a presence, States incorporate child victim's voices and perspectives in legislation, justice system, policies and programmes, and support the Bill of Rights</li> <li>Network members give focus to children at a high risk of sexual exploitation and support actions to identify child victims through communication and awareness raising activities, particularly along the themes within the Bill of Rights</li> </ul>	<p>1.1 Number of countries in which victims' and survivors' groups actively participate in programmes and advocacy against SEC</p> <p>1.2 Number of countries in which the child victims' Bill of Rights has been adapted to the local contexts (with translation into local languages as relevant) and is disseminated and promoted</p> <p>1.3 Number of countries in which an assessment of access to justice for victims of SEC has been conducted in the past five years</p> <p>1.4 Number of member organisations reaching children directly through social media, participatory media or traditional media activities</p>
<p><b>2. ECPAT's advocacy contributes effectively to national, regional and global efforts against SEC</b></p>	<ul style="list-style-type: none"> <li>Effective contribution by ECPAT to the work of global, regional and national institutions, mechanisms and partnerships to influence decisions concerning legislation, policies, programmes and resource allocations against SEC</li> <li>Strengthened partnership with and engagement of faith-based organisations and religious leaders, private sector and other key stakeholders in the fight against SEC</li> <li>Comprehensive and up-to-date information and materials about SEC are provided to target audiences, and their engagement is promoted through a variety of channels</li> </ul>	<ul style="list-style-type: none"> <li>Increased public awareness and engagement leads to more effective prevention, community action, and pressure on duty-bearers</li> <li>Governments, companies and other duty-bearers increase their preventive and protective actions in the fight against SEC</li> <li>Key stakeholders, including media, use correct terminology and report ethically about SEC</li> <li>Members work online and with an active social media presence</li> </ul>	<p>2.1 Percentage of countries that explicitly mention child sexual exploitation in their Voluntary National Reviews for the SDGs in that year</p> <p>2.2 Percentage of recommendations made to the UPR and UNCRC that are reflected in the respective Concluding Observations</p> <p>2.3 Number of advocacy initiatives with prominent engagement of the private sector at global, regional and national levels</p> <p>2.4 Number of members contributing stories for global advocacy and to local media</p> <p>2.5 Number of members with active online social media identity or contributing to the social media identity of ECPAT International</p>

Strategic Goals	Objectives	Measures of Success	Key Indicators
<p><b>3. ECPAT contributes critical knowledge and evidence to inform advocacy and action against SEC</b></p>	<ul style="list-style-type: none"> <li>• Effective contributions by ECPAT to inform and support global, regional and national advocacy and communication efforts against SEC through the generation of knowledge and evidence that reflect the scale, scope and emerging trends of the phenomenon</li> <li>• Increased quality of research and evidence generation on SEC by ECPAT and its partners</li> <li>• Strengthened collaboration and partnerships in knowledge and evidence generation on SEC issues</li> <li>• Increased capacity for the generation of high quality knowledge and evidence among the ECPAT Network members and key partners</li> </ul>	<ul style="list-style-type: none"> <li>• ECPAT has significantly increased the quality, utility and promotion of cutting-edge research to provide governments, the private sector, academia, CSOs and global and regional organisations with evidence to inform their policies, programmes and legislation</li> <li>• Research evidence, and the emerging recommendations, form a key component of ECPAT’s advocacy and communication efforts</li> <li>• Major flagship research projects are conducted involving Network members and wide range of partners</li> </ul>	<ul style="list-style-type: none"> <li>3.1 Number of significant research products on SEC issues with recommendations for solutions produced per year</li> <li>3.2 Number of new knowledge products developed and generated jointly by the Secretariat and Network members per year</li> <li>3.3 Launch of one major flagship piece of research every year</li> <li>3.4 Number of ECPAT Country Overviews (ECOs) jointly produced by the Secretariat and Network members per year</li> <li>3.5 Number of news stories/ clicks/likes/shares generated by publicising ECPAT member research</li> </ul>
<p><b>4. The ECPAT Network plays an active role in effectively addressing all manifestations of SEC</b></p>	<ul style="list-style-type: none"> <li>• Strengthened advocacy and actions against SEC at the national and regional levels on country- and region-specific priorities, linked to the advocacy and communication strategies of the Secretariat and other members</li> <li>• Strengthened knowledge, legal frameworks, policies and actions against SEC at the country level</li> <li>• Increased technical capacity of Network members and key partners to understand and address SEC and mobilise effective action</li> <li>• Increased reach, engagement and impact of the ECPAT Network in the fight against SEC</li> <li>• A well-functioning ECPAT Network, with effective participation, solidarity, communication and sharing of information and experience</li> </ul>	<ul style="list-style-type: none"> <li>• All regions have an effective ECPAT presence, linking national, regional and global efforts</li> <li>• There is clarity of roles within ECPAT International (Network, Secretariat and Board), leading to further strengthened collaboration and mutual accountability in addressing SEC</li> <li>• ECPAT member organisations actively identify as ECPAT members in public communications</li> </ul>	<ul style="list-style-type: none"> <li>4.1 Percentage of countries in which ECPAT is represented in which Network members actively contribute to reporting to global and regional bodies and mechanisms</li> <li>4.2 Percentage of Network members actively participating in or leading capacity development activities on SEC and contributing to shared information/learning platforms</li> <li>4.3 Percentage of countries in which ECPAT is represented whose Network membership reflects technical expertise on at least three key SEC priorities</li> <li>4.4 Percentage of countries in which ECPAT is represented whose membership includes survivor organisations</li> <li>4.5 Percentage of members actively using the Network Hub</li> </ul>

# ENDNOTES

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1. ECPAT International (2017), [Briefing Paper: Emerging global trends and threats related to the online sexual exploitation of children](#).
2. It has been reported that the vast majority of Dark Web content and usage is related to child sexual abuse and exploitation. See: <https://www.wired.com/2014/12/80-percent-dark-web-visits-relate-pedophilia-study-finds/>.
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5. Canadian Centre for Child Protection (2017), [Survivors' Survey, Executive Summary 2017](#), Winnipeg, Manitoba: CCPC, p. 13.
6. ECPAT International and INTERPOL (2018), [Towards a Global Indicator on Unidentified Victims in Child Sexual Exploitation Material](#), Bangkok: ECPAT International and INTERPOL.
7. ECPAT International and Defence for Children-ECPAT Netherlands (2016), [Offenders on the Move, Global Study on Sexual Exploitation of Children in Travel and Tourism, Bangkok: ECPAT International and Defence for Children – ECPAT Netherlands](#).
8. H. Montgomery (2011), [Defining Child Trafficking & Child Prostitution: The Case of Thailand](#), p. 788. *Seattle Journal for Social Science*.
9. K. Pimonsaengsuriya (2016), *Voluntary transactional sex among Thai female adolescents above 15 years old: challenges to cultural values and social norms on sexuality in Thai society*, MA Thesis, Mahidol University.
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11. E.R. Chaudhuri (2015), [Thematic Report: Unrecognised Sexual Abuse and Exploitation of Children in Child, Early and Forced Marriage](#), Bangkok: ECPAT International and Plan International.
12. *Offenders on the Move*, p. 34.
13. Immigration and Refugee Board of Canada (2012), [Afghanistan: whether seigha \(temporary marriage\) is practiced in Afghanistan and by which groups](#).
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16. *Offenders on the Move*, p. 51.
17. *Ibid.*, p. 50.
18. J. Davis and G. Miles (2015), "They didn't help me: They shamed me." A Baseline Study on the Vulnerabilities of Street-Involved Boys to Sexual Exploitation in Manila, Philippines, Manila and Swansea: Love, p. 146.
19. J. Wallin (2016), [Regional Report – South Asia, Global Study on Sexual Exploitation of Children in Travel and Tourism](#), Bangkok: ECPAT International.
20. E. Riggio and M.E. Hecht (2016), [Power, Impunity and Anonymity: Understanding the forces driving the demand for sexual exploitation of children](#), Bangkok: ECPAT International.
21. *Survivor's Survey, Executive Summary 2017*, p. 8.
22. ECPAT International (2014), [The commercial sexual exploitation of children in South Asia: Developments, progress, challenges and recommended strategies for civil society](#), Bangkok: ECPAT International.
23. United Nations (2015), Report of the Special Rapporteur on the Sale of Children, Child Prostitution and Child Pornography, document A/HRC/31/58. New York: United Nations.
24. *Ibid.*, p. 15.





**ENDING THE SEXUAL  
EXPLOITATION OF CHILDREN**

**ECPAT International**

328/1 Phaya Thai Road, Ratchathewi, Bangkok 10400, Thailand  
Telephone: +662 215 3388 | Fax: +662 215 8272  
Email: [info@ecpat.org](mailto:info@ecpat.org) | Website: [www.ecpat.org](http://www.ecpat.org)