

Colombia's Development Of A National Action Plan To End Violence Against Children And Youth 2021-2023

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Acronyms

CDC	Centers for Disease Control and Prevention of the United States of America
VACS	Violence Against Children and youth survey
VAC	Violence Against Children
ICBF	Colombian Family Welfare Institute
MSPS	Ministry of Health and Social Protection
WHO	World Health Organization
IOM	United Nations International Organization for Migration
USAID	United States Agency for International Development
UNICEF	United Nations Children's Fund

1. Introduction

Over the last five years, Colombia has been making important efforts to prevent violence affecting children and adolescents. In 2018, Colombia conducted the Violence Against Children and Youth Survey (VACS), led by the Ministry of Health and Social Protection and financed by the United States Agency for International Development (USAID), with technical advisory by the US Centers for Disease Control and Prevention (CDC), financial and technical support of Together for Girls, operational support by the United Nations International Organization for Migration (IOM), and contributions by other allied partners. The VACS showed a disturbing situation: approximately two out of five children in Colombia have been victims of violence (either physical, sexual or emotional) before the age of 18 (Government of Colombia, Ministry of Health and Social Protection, 2019). This panorama is also reflected by other official data sources. According to the records of the national forensics institute, in 2018, on average every day 62 cases of sexual violence, 66 cases of intrafamily violence, 35 cases of interpersonal violence and 2 violent deaths were reported (Harker Roa et al., 2019). Also, Save the Children's "World's Children Report" (2018), highlights that in Colombia the proportion of children and youth affected by forced displacement (16.1%) is higher only in Somalia (17.9), Central African Republic (25.1), South Sudan (31.1) and Syria (68.2); and that in 2015 the population of children and adolescents the homicide rate (22.1 deaths per 100,000 inhabitants between the ages of 0 and 19) was higher only in Honduras (28.9) and Venezuela (26.9) (Harker Roa et al., 2019).

In Colombia, in addition to the nationally representative sample, the VACS included a representative sample for 170 municipalities in the country that have been historically affected by the armed conflict, defined as municipalities with Development Programs with a Territorial Focus (PDET). These programs were created as part of the implementation process of the Havana Peace Agreement and are a special planning and public policy targeting instrument to stabilize and transform the territories most affected by violence. This effort to provide representative statistics for PDET municipalities is of particular relevance for Colombia and other conflict-afflicted countries given the arising evidence on the association between exposure to community violence and internal conflict and VAC

in Colombia (Stark et al., 2023; Mootz et al., 2019; Saile et al., 2014; Sriskandarajah et al., 2015), and that the prevalence of psychological stress and self-harming behaviors was higher among those exposed to community violence than those not (Moe et al., 2022; Vahedi et al., 2023).

In response to this situation, in 2019, Colombia created the "National Alliance to End Violence Against Children and Adolescents" (hereinafter referred to as National Alliance), led by the Family Welfare Institute (ICBF, in Spanish), with the support of the Presidential Advisory Office for Children and Adolescents. The National Alliance was created to strengthen coordinated work and, within this framework, develop a National Action Plan (NAP) on Violence against Children and Adolescents in Colombia 2021-2024 (ICBF, n.d.). This process received the technical and financial support of the Global Alliance, UNICEF, USAID and Universidad de los Andes.

The NAP is a key milestone for preventing violence, and its development has involved various entities, including authorities of the national government and departmental governments, academia, civil society organizations, children and adolescents, and international agencies. The NAP is aligned with international standards: it is based on data, seeks to strengthen existing evidence-based strategies, and considers strategies based on the adaptation of INSPIRE-Seven strategies for Ending Violence Against Children—the violence prevention framework suggested by the World Health Organization (WHO, 2019). The WHO (2019) recommends that, besides being evidence-based, Action Plans should contribute to the production of new evidence that can strengthen public policy at the country level, and support collective efforts to end violence at the international level. Consequently, the WHO suggests that all efforts, impacts, and lessons learned should be documented, evaluated, and communicated.

Considering this recommendation, this document aims at identifying the milestones, key actions, and lessons learned from the development of the NAP in Colombia. Specifically, the document describes the following three stages of the NAP development process: (I) **Exploration:** includes all actions to start and advocacy process and lay the ground for the design of the NAP; (II) **Design:** formulating the NAP document; and (III) **Implementation:** putting the NAP to work at national and sub-national levels.

Qualitative methodologies were applied to collect information, including in-depth interviews with key actors and a document review. In addition, four processes were identified and documented as separate case studies, focusing on the challenges and lessons learned in (1) the NAP's monitoring and implementation; (2) the formulation of departmental plans; (3) the participation of non-governmental organizations; and (4) the use of evidence to prepare the NAP. These four cases studies are presented separately as annexes but are intended to complement and support the main report (presented in this document).

After this brief introduction, this Section 2 presents the methodology used for the NAP documentation process, describing the tools and steps followed to collect information, as well as the data analysis methods. The third section the milestones, key actions, stakeholders and products corresponding to the three stages of the NAP development: (3.1) exploration, (3.2) design and (3.3) implementation. Section 4 discusses the lessons learned in the process. Finally, Section 5 presents the most salient conclusions and recommendations.

2. Methodology

This report documents and offers a review of the efforts of the actors involved in elaborating the NAP in Colombia, in order to share the learning achieved through this process. Moreover, the documentation is based on the premise that these actors should themselves produce knowledge from their critical revision of the actions and events they were part of in this process. A qualitative approach was applied to collect information and promote critical reflection on the process and lessons learned from the perspective of the people involved (Mason, 2002).

Tools and steps to collect information

The information was collected in three steps. First, the research team reviewed existing documents related to the NAP and its development process. In the second step, a first round of in-depth interviews was conducted with key informants who participated in most of the NAP preparation activities. Finally, in the third step, more key informants were interviewed to collect qualitative data for the case studies.

STEP 1: REVIEW OF EXISTING DOCUMENTS

First, the research team reviewed existing documents such as the NAP, the guides and guidelines used, progress reports, the VACS and documents related to the latter, and reports made by the consulting teams, among others. The document review familiarized the research team with the process and identified key actions and milestones involved. Milestones and key actions were identified and organized in three stages: exploration, design, and implementation. This document review also informed the identification the actors that participated in each of the stages and guided an initial definition of the topics or axes of analysis that guided each case study.

STEP 2: FIRST-ROUND OF INTERVIEWS WITH KEY INFORMANTS

The research team designed interview guides for key informants based on the information collected in the first stage. For this documentation process, "key informants" were defined as those who participated in at least two of the three of the abovementioned stages: (1) exploration, (2) design and (3) implementation. This ensured respondents who knew and experienced the overall process were providing their perceptions of the challenges and lessons learned. Twenty-five key informants from the government, civil society organizations, and international partners were interviewed. The list of interviewees and their profiles is presented in Annex A.

The interview questions stemmed from a timeline prepared based on the document review, as a source of discussion. The interviewees were asked to validate and complement the information. This allowed for more detailed information on the actions carried out and the milestones in the process. Likewise, the conditions that facilitated or hindered the NAP development were explored to identify the lessons learned. Axes of analysis for each case study were also further identified using the data collected in the interviews.

STEP 3: SECOND-ROUND OF INTERVIEWS FOR CASE STUDIES

Based on steps 1 and 2, a second-round of interviews was conducted. At this point, the selected topics of the case studies were identified considering the following criteria: (a) The interviewees identified the topic in step 2 as a key

process or action; and (b) The data collected in step 1 was not sufficient in order to understand the challenges and lessons learned from the identified key process or action. The research team, jointly with the advisory committee¹, identified the key informants for each topic. Likewise, additional documents and resources were requested during the interviews for review.

Data analysis

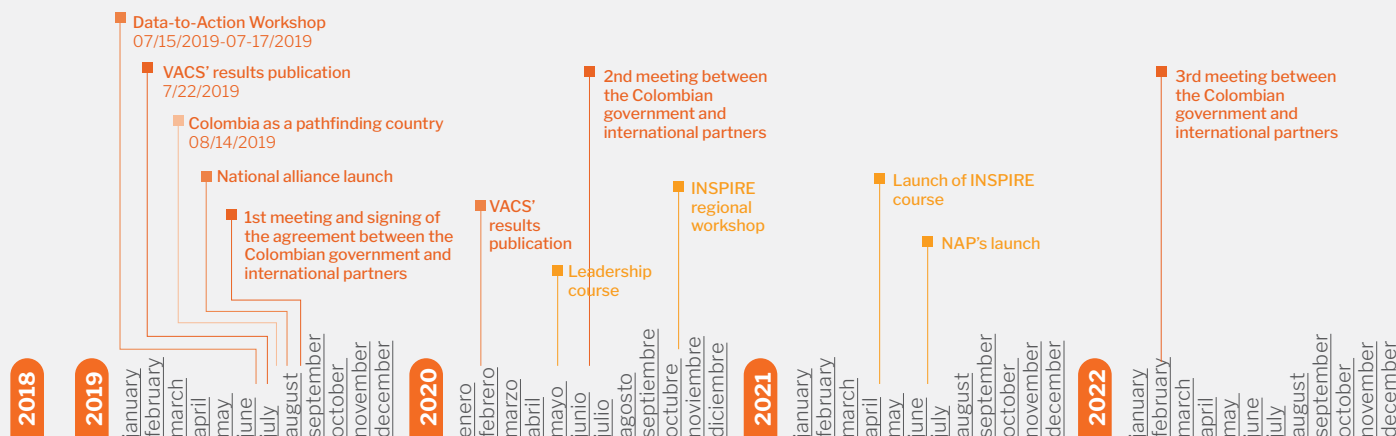
The research team applied a thematic analysis to the collected information. To ensure a rigorous analysis, the research team followed the six stages proposed by Braun

and Clarke (2012). First, the research team reviewed the interview record to become familiar with the data (stage 1) and analyzed emerging themes (stage 2). Then, based on the emerging issues, a second stage of analysis (stage 3) was carried out and discussed with the advisory team. In this analysis, excerpts from interviews were identified to explore explicit and implicit themes within the collected data, frequently recognized themes among participants, and themes unique to each participant (stage 4). This process served to identify potential topics for the case studies. Finally, the categories of the results were defined and named (stage 5) to summarize the findings and write the report (stage 6).

¹ The advisory group comprised members from Universidad de los Andes, CDC, and USAID's Health, Evaluation, and Applied Research Development Project (HEARD). Likewise, the research team consulted the ICBF.

3. Results

Milestones and Key Actions. Timeline with Milestones and Key Actions of the NAP's process



Preparation Stage

VACS' design, implementation and publication

Preparation and implementation of Data-to-Action Workshop

Negotiations with the Colombian government and technical support for the NAP development

Linking of departments to the National Alliance

Creation and implementation of the National Alliance to End Violence against Children and Adolescents in Colombia

Design Stage

Review of existing experiences and actor mapping

NAP draft development, consultation processes and mapping of initiatives

NAP consolidation and validation

Implementation Stage

Design of monitoring and implementation instruments

Data collection

Exploration stage

The preparation stage included all actions that laid the foundation for the Government of Colombia to formulate the NAP, including the identification of key documents, evidence and information; and technical support meetings between international partners and high-level decision makers. Milestones during the preparation stage included i) the design (2015-2017) and implementation of the VACS (2018); ii) the Data-to-Action Workshop (2019); iii) Colombia's decision to join the Global Partnership as a pathfinder country (2019); and iv) strategies to speed up the NAP preparation. Findings related to each of these milestones are further described below.

DESIGN AND IMPLEMENTATION OF THE VACS COLOMBIA

The VACS are nationally representative household surveys that measure the prevalence of violence in childhood by collecting information on the experiences of adolescents and young people aged 14 to 24 years old. The surveys are usually implemented and led worldwide by national governments with technical support from the CDC as part of the Together for Girls partnership. The VACS measures the prevalence of physical, sexual, and psychological violence throughout the lives of the respondents, its incidence in the last 12 months, and provides important data on risk factors, protective factors, and the consequences of violence in childhood and early adulthood (before 24 years old)².

Colombia's political and technical leadership agreed with the need to collect information on violence against children. Thus, between 2015 and 2017, the institutional structure to implement the survey was organized. As a result, a Memorandum of Understanding was signed between the Ministry of Health and Social Protection (MSPS), the CDC and the IOM, to pool inter-institutional efforts and resources to support the survey's design and implementation in Colombia (MSPS, 2018). The MSPS was the lead agent at the national level, the CDC fulfilled the role of technical agent, and the IOM was selected as the coordinating agency. Different partners and national and international strategic partners participated, including USAID, Together for Girls, and a government

intersectoral working group that served as an advisory committee (MSPS, 2018).

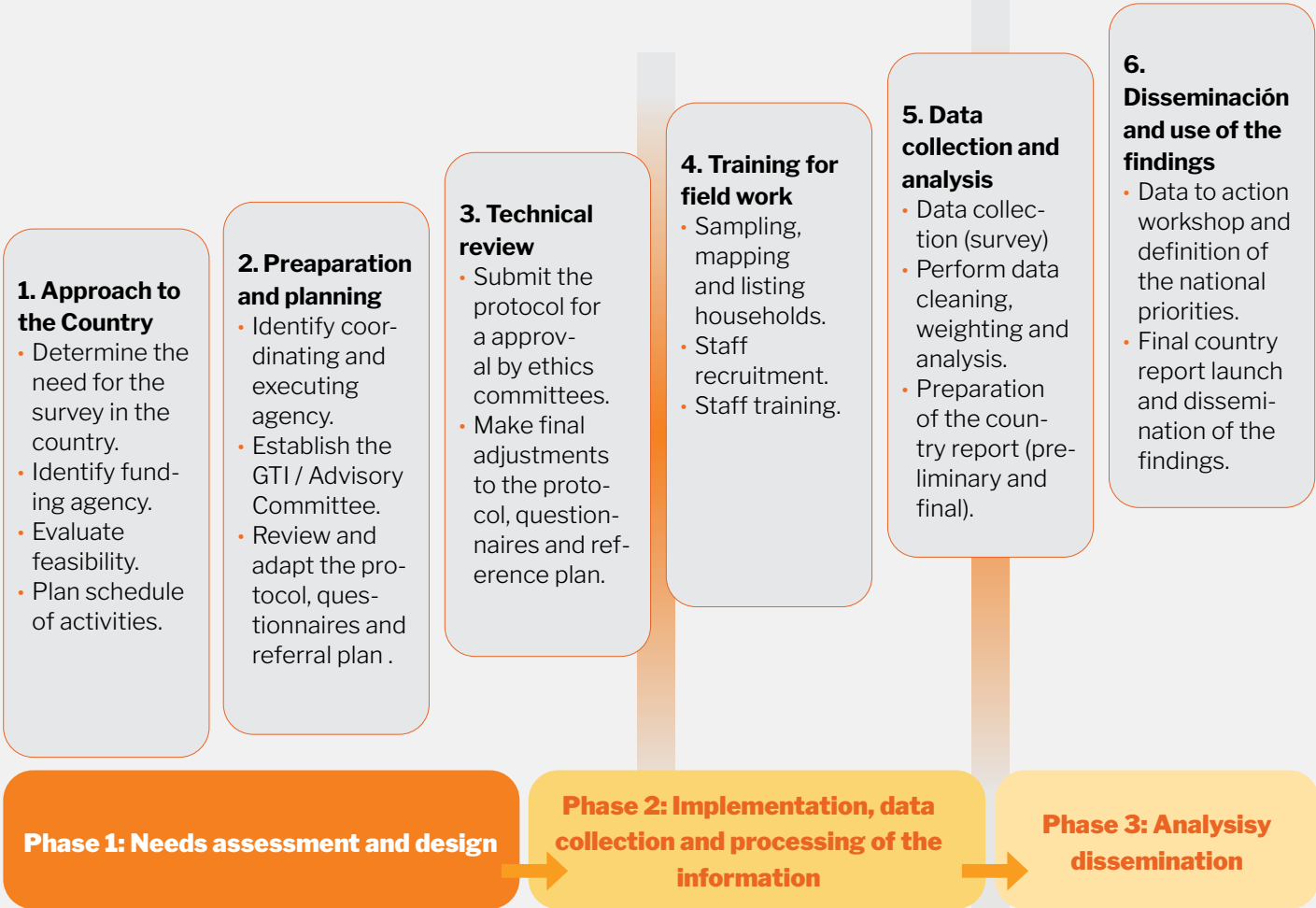
The survey design followed the model proposed by the CDC, which was developed by international experts on gender issues and violence against children, and previously implemented in 18 countries. From 2015 to 2016, several actions were taken to adapt the protocols and questionnaires to the Colombian context. The process began by translating the survey from English to Spanish and its qualitative interpretation through a cognitive laboratory exercise was conducted³. The questions were presented to populations from four representative geographical locations (Bogotá, Barranquilla, Juanchaco, and Quibdó) to adapt the expressions and ensure their understanding. Based on the information collected, three questionnaires were adapted in Spanish, one for heads of households and another two for individuals (men and women). After preparing the questionnaires, the MSPS, with the support of the CDC, held an intersectoral Working Group to review the questions once again and make additional changes. Furthermore, the MSPS added questions relevant to the Colombian context based on questions used by the National Administrative Department of Statistics in the National Census or other national surveys (MSPS, 2018).

After adapting versions of the questionnaires, the MSPS conducted three stages from 2017 to 2019 (see Figure 1). The first stage aimed at identifying the country's needs and characteristics and engaging key stakeholders for the design and implementation of the VACS. Three types of activities were conducted during this stage: activities to approach the country, preparatory and planning activities (team building, protocol and questionnaire adjustment), and technical review activities (research ethics board approval and final adjustments). In the second stage, activities focused on the actual implementation of the VACS (including sample selection and staff selection and training), data collection, depuration and primary processing and analysis. In the third stage, the results were published and disseminated in a final report, and dissemination and evidence uptake workshops were conducted.

² For more information on VACS, visit <https://www.togetherforgirls.org/about-the-vacs/>

³ More information about the design, implementation and results from the cognitive laboratory are available in the summary report "Building appropriate questions on violence for the VACS in four regions of Colombia" (Ritterbusch et al., 2016).

Figure 1. *Stages and strategic actions in the VACS's Colombia work plan (2017-2019)*



Extracted from the “Ministry of Health and Social Protection (MSPS) (2018). Document. Adjustment and change of formats. Violence Against Children and Adolescent Survey – VACS Colombia 2018.

The evidence provided by the VACS on the prevalence of all forms of violence against children and adolescents in Colombia was compelling enough as to justify the urgent need to develop a National Action Plan (NAP). The results evidenced the gravity of the problem and the urgency of addressing it. In addition, it delivered important insights to design a multi-sectoral strategy to end violence against children and youth in the country by providing a diagnosis of epidemiological patterns of violence and a characterization of the associated risk and protective factors. The study sample was representative at the country level, at

the level of prioritized post-conflict areas (PDET municipalities) and with an oversampling of the four largest cities in the country (Bogotá, Cali, Medellín and Barranquilla). Finally, this information contributed also to constructing a baseline to evaluate the progress of the violence prevention efforts framed by the NAP. The findings were presented to the Intersectoral Working Group and members of NGOs, academia and international organizations to identify prevention and response priorities, based on the evidence collected. This exercise was completed through the “Data to Action Workshop.”

DATA TO ACTION WORKSHOP

The Data to Action Workshop is a tool developed by the CDC as part of the VAC survey implementation process and is primarily intended to initiate a transition from evidence to political and programmatic actions through a series of recommendations based on information collected through the VACS. The tool contains a methodological strategy to help countries use VACS data to develop and implement national action plans to prevent and respond to violence against children (Together for Girls, n.d.).

In 2019, the MSPS of Colombia organized the Data to Action Workshop with the CDC and the IOM. The Presidency of the Republic made the call for the workshop, bringing together representatives of government institutions, international partners and civil society organizations committed to preventing and responding to violence against children and adolescents (see Annex 2 for details of the participating institutions). The three-day workshop involved presentations on the findings from the Colombia VACS and the INSPIRE framework and guided discussions to review the information presented. The schedule for each day is detailed below:

- First day: Presentation of the global context of VAC, the INSPIRE technical package⁴, and the VACS findings in Colombia were presented.
- Second day: Discussions on the VACS results, its health impact and risk factors. Specific priorities by sector (e.g., health, education) were identified based on the VACS findings. There were also group discussions to identify gaps in existing interventions and opportunities to apply INSPIRE strategies.
- Third day: Feasibility assessment for implementing INSPIRE strategies and discussions on the next steps. Finally, a basic framework was developed to elaborate the NAP by integrating existing actions.

⁴INSPIRE is a set of seven evidence-based strategies for countries and communities working to end violence against children. These are: implementation and enforcement of laws; standards and values; safe environments; parent and career support; income and economic strengthening; response and support services; and education and life skills.

As a result of the workshop, participants prioritized the following nine areas, aligned to the 2018-2022 National Development Plan (*Plan Nacional de Desarrollo - PND, in Spanish*):

1. Reduce physical violence by parents and caregivers.
2. Reduce sexual violence against young people by any perpetrator.
3. Transform restrictive and destructive gender norms.
4. Improve the use of services by victims of sexual violence.
5. Change attitudes about the need to use physical punishment by parents.
6. Understand the barriers that hinder the disclosure of victims of physical and sexual violence and modify these barriers.
7. Minimize excessive use of alcohol in the last 30 days by populations 13 to 17 years old.
8. Reduce and treat mental stress in victims of physical and sexual violence.
9. Reduce psychological violence by parents or caregivers.

The prioritized areas were mainly related to physical and sexual violence (seven areas). Five areas focused on psychological violence, four on risk factors, and one on the population's sociodemographic characteristics (Figure 2).

Subsequently, the working groups analyzed the prioritized areas and their relationship with the INSPIRE strategies (see Box 1). The result of this exercise is described in Figure 3. Most of the prioritized areas had a component on social norms and values, support for parents and caregivers, and education and life skills.

The results and recommendations drawn from the Data for Action Workshop were used by the leading international institutions to promote discussions with the national government on the importance of joining the Global Partnership to End Violence against Children and Youth (the Global Partnership). Overall, the data collected in the VACS prompted the country to recognize the importance of joining the Global Partnership, the development of evidence-based strategies, the necessity of implementing at scale and provided the grounding to set a monitoring and

evaluation strategy for future public policy efforts. Figure 4 summarizes the priority indicators, the represented sector and the related INSPIRE strategies. As explained

below, joining the Global Partnership was a technical tool, an advocacy strategy, and a political push for the country to commit internationally to prioritize this issue.

Figure 2. *Number of priorities that address issues related to different types of violence or associated factors selected for Colombia based on VACS, 2018*

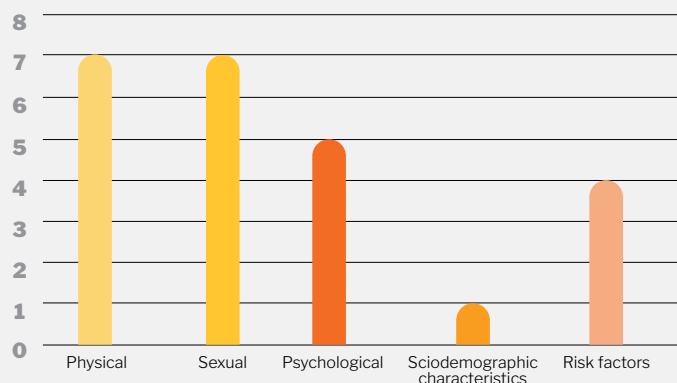
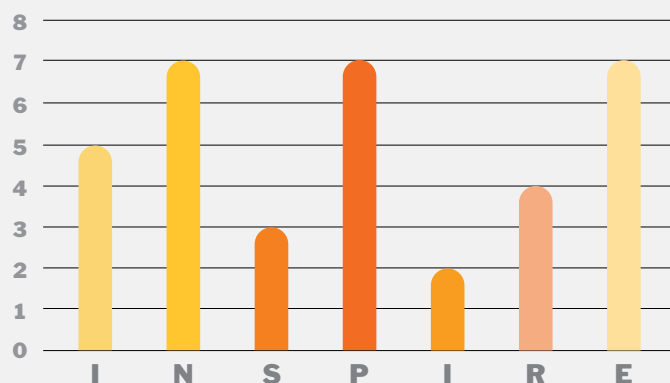


Figure 3. *Number of potential INSPIRE strategies linked to violence prevention priorities selected for Colombia based on VACS, 2018*



Source: Results from the 2019 VACS Data to Action Workshop conducted by MSPS, CDC and IOM.

BOX 1. INSPIRE: SEVEN STRATEGIES FOR ENDING VIOLENCE AGAINST CHILDREN

The INSPIRE framework is composed of seven global strategies that together propose a holistic and systemic approach to end violence against children and youth. The seven strategies, each corresponding to each letter of INSPIRE, are: (I) Implementation and enforcement of laws; (N) Norms and values; (S) Safe environment; (P) Parents and caregivers are supported; (I) Income and economic empowerment; (R) Response of care and support services; (E) Education and life skills (PAHO, 2017). These seven strategies are not intended to be new or isolated initiatives. Quite the contrary, they build on strategies already used by many countries and governments. The

World Health Organization (WHO) led the construction of the INSPIRE model, in collaboration with the U.S. Centers for Disease Control and Prevention (CDC), The Global Partnership to End Violence Against Children, the Pan American Health Organization (PAHO), the U.S. President’s Emergency Program for AIDS Relief (PEPFAR), Together for Girls, the United Nations Children’s Fund (UNICEF), the United Nations Office on Drugs and Crime (UNODC), the United States Agency for International Development (USAID) and the World Bank.

More information available here: <https://www.who.int/teams/social-determinants-of-health/violence-prevention/inspire-technical-package>

Figure 4. Summary of priority indicators by sector and INSPIRE strategy to which they were related.

PRIORITY INDICATORS FOR THE PREVENTION OF VIOLENCE IN BOYS, GIRLS, AND ADOLESCENTS OF VACS	REPRESENTED SECTOR	ORDER OF PRIORITY WITHIN THE SECTOR	NUMBER OF PRIORITIZED SECTORS	INSPIRE STRATEGY	
Physical violence perpetrated by parents and caregivers	Multilateral and Bilateral Agencies	1	3		
	Education*	2			
	Justice	3			
Sexual violence against adolescents, and young people (any aggressor)	Multilateral and Bilateral Agencies	2	2		
	Justice	2			
Transformation of restrictive and destructive norms	Child protection services*	1	2		
	Multilateral and Bilateral Agencies	3			
Use of services by victims of sexual violence	Education	1	2		
	Justice	1			
Opinions about the use of physical punishment by parents	Education	3	2		
	Child protection services	2			
Understand the barriers that limit the reporting of violent acts by victims of physical and sexual barriers and reduce said barriers	Child protection services	3	1		
Excessive consumption of alcohol in people from 13 to 17 years old	Health*	3	1		
Psychological distress in victims of physical and sexual violence	Health	1	1		
Psychological violence perpetrated by parents or caregivers	Health	2	1		

COLOMBIA JOINS THE GLOBAL PARTNERSHIP AS A PATHFINDING COUNTRY

Since 2016, the Global Partnership to End Violence Against Children has promoted the “pathfinding country” strategy. The goal of this strategy is to raise awareness, stimulate leadership commitment, drive action, and set a national standard for violence prevention around the world⁵. As of the writing this report, 37 countries were part of the Global Partnership⁶. The Global Partnership hopes that, within 18 months after countries are recognized as pathfinders, governments will take concrete action to prevent violence.

Government leaders must take two actions to be recognized as a pathfinding country. First, they must show their formal and public commitment to develop comprehensive actions to end all forms of violence against children. Second, the government must apply to become a pathfinding country. Colombia submitted its application and obtained recognition as a pathfinding country on August 14, 2019. Below is the list of actions required by the Global Partnership and the concrete actions implemented by the Colombian government:

Designate a high-level government focal point to lead the process in the country: The focal point in Colombia is the ICBF. The Director herself and one of her direct advisors served as focal points within the ICBF.

Convene and support a multi-stakeholder group: In 2019, Colombia created the National Alliance to End Violence Against Children led by the ICBF. As detailed below, the National Alliance is a joint and coordinated work platform that seeks to establish strategies to prevent and provide timely attention to violence against children.

⁵ More information available at <https://www.end-violence.org/pathfinding-countries>

⁶ Pathfinding countries: Armenia, Brazil, Botswana, Burkina Faso, Cambodia, Canada, Colombia, Cote D'Ivoire, El Salvador, Finland, France, Georgia, Guinea, Honduras, Indonesia, Jamaica, Japan, Jordan, Kenya, Mexico, Mongolia, Montenegro, Namibia, Nigeria, Paraguay, Papua New Guinea, Peru, Philippines, Romania, South Africa, Sri Lanka, Sweden, Tanzania, Uganda, United Arab Emirates, Zambia and Zimbabwe.

Develop an evidence-based and financed national action plan that sets out three-to-five-year commitments and includes a related resource mobilization plan: One of the National Alliance's first actions was to lead the design process to produce the NAP. As detailed below, various strategies were carried out to incorporate evidence-based initiatives and have a inclusive consultation process with key stakeholders.

Consult with children and adhere to association rules on child participation: When recognized as a pathfinding country, Colombia had already implemented the VACS. Likewise, as part of the actions for preparing the NAP, consultations were carried out with groups of children and adolescents. The details from these consultations can be found in the Case 3 description.

CREATION OF THE NATIONAL ALLIANCE

The National Alliance to End Violence against Children and Adolescents in Colombia was conceived as a network of key stakeholders that join efforts to develop and support comprehensive and inter-institutional strategies that incorporate a territorial approach. Said work would manifest in the design and implementation of the NAP. The National Alliance convened different public and private entities, at national and local levels, including private companies, academia, the media, civil society organizations and international cooperation. The NAP development involved various actors, including government agencies, international and multi-lateral partners, civil society organizations and academia representatives that fulfilled various key roles (see Figure 5).

Figure 5. *Examples of the involved sectors' roles*

National Government
<ul style="list-style-type: none">• Process leadership-ICBF led the process with the Presidential Advisor’s support• Resource allocation• Baselines Construction• Mapping, implementation and monitoring of actions• Revision and approval of documents
International partners
<ul style="list-style-type: none">• Incidence for preparing• Technical and methodological support for developing• Economic financing
Civil society organization
<ul style="list-style-type: none">• Actions implementation• Preparation of recommendations based on their field expertise
Academy
<ul style="list-style-type: none">• Evidence production• Preparation of recommendations based on their field expertise

Since its launch in 2019, the National Alliance has developed a series of actions to set the ground for the country’s violence prevention public policy agenda and the development of the NAP (See figure 5).

There are two particularly salient actions. First, the identification of strategic VAC prevention initiatives, at the national government level. In 2020, ICBF identified 45 strategic initiatives that were incorporated to the National Alliance and to the National Alliance. These initiatives were part of the portfolio that ICBF and Presidential Advisor for Children and Adolescence already had on the ground. Also, the initiatives were socialized and validated in a Security Council.

The second one was the production of two technical documents that supported the NAP development. The first

document, titled “Technical framework for developing a National Alliance to End Violence Against Children and Adolescents” had as main objective to lay the technical foundations that justify the urgent need to join efforts from different sectors -public and private- in the country to strengthen VAC prevention strategies, and to make recommendations to the ICBF so that it can lead this National Alliance, based on international experiences and existing evidence. The proposal presented the seven components to structure the National Alliance that ICBF proposed and aligned these components with the INSPIRE framework. The document also invited all actors working to eliminate violence against children and adolescents to exercise their leadership by taking advantage of the synergies that come from the collective and coordinated work of an alliance, and a call to actively

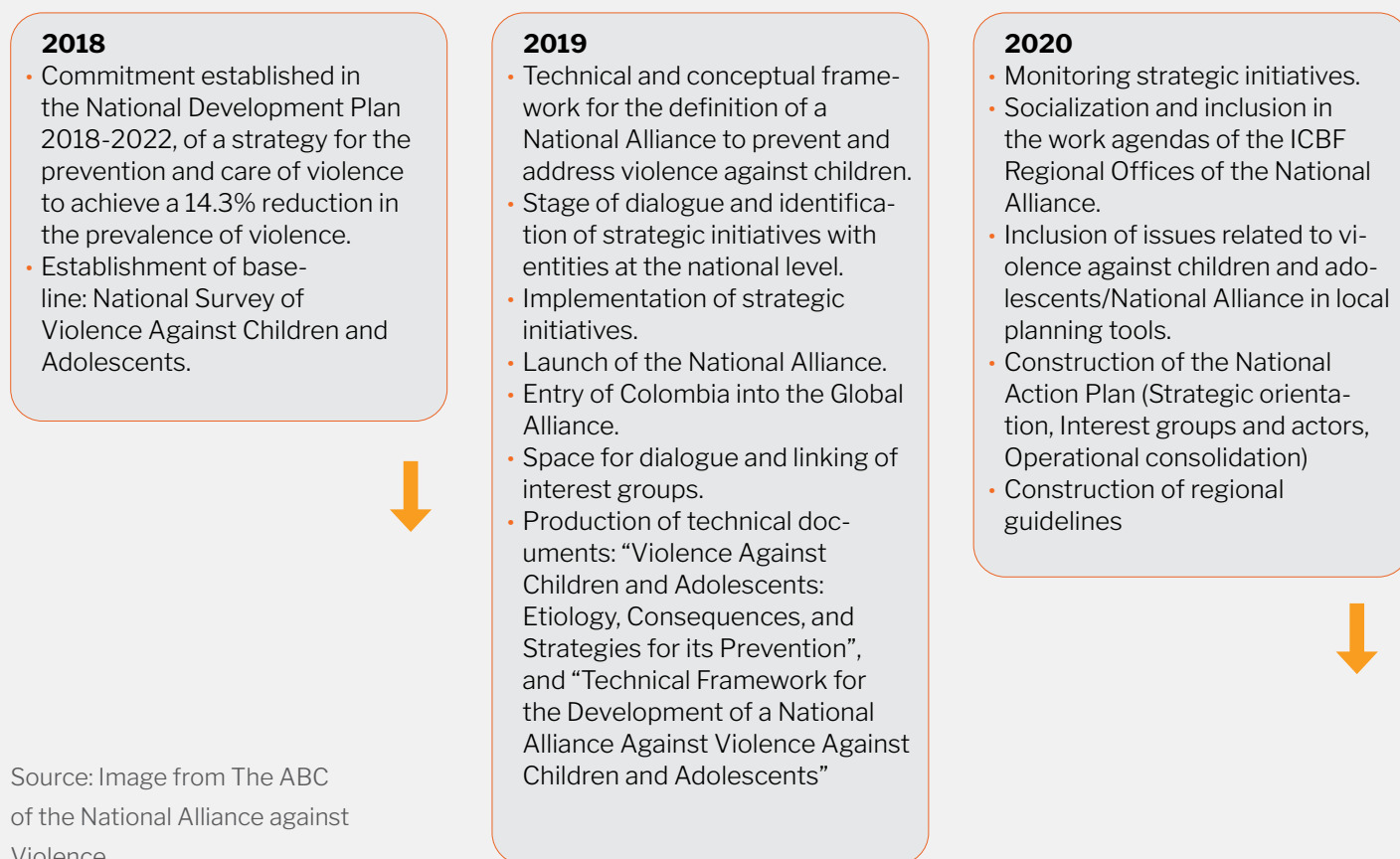
participate in the construction of the NAP. The document developed practical tools to be implemented in the NAP development process, such as: identification and comparison of available data sources and statistics regarding the VAC; a proposed monitoring and evaluation framework for the National Alliance; and a preliminary mapping of actors to be involved in the National Alliance (Harker Roa et al., 2019).

The second document, titled “Violence against Children: etiology, consequences and strategies for its prevention” presented theories and empirical evidence on the problem of violence against children. It describes

the high prevalence of violence, theoretical models to understand contextual risk factors, and theoretical evidence on the consequences of violence against children. The document highlighted the high acceptance of using physical punishment in Colombian society. Finally, the document presents existing evidence on prevention strategies (Cuartas, 2021).⁷

These actions and the commitments made by the National Government’s through the 2018-2022 National Development Plan facilitated the preparation of the NAP led by the ICBF and the Presidential Advisor for Children and Adolescents.

Figure 6. *Timeline of the actions carried out by the National Alliance between 2018-2020. Image extracted from the ABC of the National Alliance*



Source: Image from The ABC of the National Alliance against Violence.

⁷ <https://gobierno.uniandes.edu.co/sites/default/files/books/DT/DT-81.pdf>

STRATEGIES TO FAST-TRACK THE NAP DEVELOPMENT

Various actions were implemented to increase the momentum in the development of the NAP. These allowed influencing decision makers and ensuring that the team in charge of preparing the NAP had adequate technical and human resources. Given the initial momentum generated by the creation of the National Alliance and the decision by the Government of Colombia to develop a NAP, international partners formed a multisectoral group to coordinate efforts to support the Government of Colombia. This group, which coordinated closely with ICBF and the Presidential Advisor for Children and Adolescents, was comprised of UNICEF Colombia, UNICEF Regional Office for Latin America and the Caribbean (LACRO), Together for Girls, USAID Colombia, USAID Center on Children in Adversity (CECA), CDC Violence Prevention Division, Global Partnership to End Violence Against Children, End Violence Against Children Lab, USAID's Health Evaluation and Applied Research Development (HEARD) Project, and Universidad de Los Andes. Based on priorities set by the government, the working group jointly prepared a work plan that defined and prioritized activities to support the government in their efforts to develop the NAP and implementing evidence-based interventions to prevent violence against children in Colombia. This workplan included the following actions:

- Provide technical assistance to strengthen the national public policy and develop the National Action Plan (NAP) to end violence against children.
- Co-create and implement with ICBF an institutional coordination course using INSPIRE principles.
- Conduct a leadership course with personnel from coordinating institutions of the Colombian government based on the INSPIRE principles.
- Hold a regional INSPIRE event to share experiences on preventing VAC in South American countries.
- Based on the NAP, support the identification of specific evidence-based interventions to be applied or expanded in Colombia for preventing violence against children.
- Advise on the creation of a monitoring and evaluation strategy based on indicators proposed by the INSPIRE framework to document progress towards the VAC

reduction targets set by Sustainable Development Goals 5 and 16.

- Develop a real-time learning platform to share learning from Colombia's implementation nationally and internationally, based on the Global Partnership's knowledge platform.

The group met every two weeks to follow up on the proposed actions. Likewise, the working group held meetings with high-level decision-makers as part of the advocacy strategies. Between 2018 and 2021, various meetings were held with the First Lady of Colombia with the participation of the Presidential Advisor for Children and Adolescents (CNAP) and with the ICBF director. In 2019 and 2020, the meetings aimed to establish a cooperation agreement to advocate for creating the National Alliance and ensure the continuity of the ICBF leadership. In 2021 and 2022, the meetings made it possible to show the NAP progress and the implementation of prevention interventions.

Internal government teams held preparatory meetings before meetings between government decision-makers and international partners. Thus, technical teams of the ICBF and the Presidential Advisor for Children and Adolescents met jointly or separately with their respective leaders to explain the progress, support the proposals or provide them with information on the topics related to violence against children in each institution.

Design stage

The design stage of the NAP was carried out in three steps: (1) a desk review of the documents produced as part of the of the National Alliance and Colombia's poli and from national and international experiences; (2) the development of the first draft of the NAP, including a consultation processes and mapping of existing VAC prevention initiatives; and (3) the validation of the design and the consolidation of operational capacities to produce the NAP (National Alliance, 2021). A team of external consultants was selected and hired by the ICBF to lead and conduct the NAP design stage.

STEP 1: REVIEW OF EXISTING EXPERIENCES AND ACTOR MAPPING

The NAP design stage began with the identification of evidence and reviewing existing technical documentation

and regulations. This step started with the review of actions and technical documents prepared by the National Alliance between 2019 and 2020. Reviewing these documents enabled identifying the theoretical framework and guiding the NAP components. Likewise, it made it possible to resume work with State entities to identify the implementation of strategic alliances (National Alliance, 2021b). Afterwards, the team of consultants reviewed the action plans (and the supporting documents) developed by other countries members of the Global Partnership. Nineteen national action plans from other countries were reviewed.

In addition, the consultants reviewed public policy documents within Colombia that had an important content of VAC prevention. In particular, official reports produced by the National Council for Economic and Social Policy (*Consejo Nacional de Política Económica y Social* - CONPES) and policy guidelines of the Social Protection System and the General Social Security Health System. Finally, the Colombian regulatory framework related to child protection was identified and documented. All norms in the Colombian legislation related to VAC prevention and victim assistance between 1990 and 2021 were included in this review. The National Childhood and Adolescence Policy (enacted in 2018) and the 2018-2022 National Development Plan (titled “Pact for Colombia and Pact for Equity”) were identified as the main regulatory instruments that informed the NAP.

Several key elements emerged from the review of NAPS and other experiences. First, that in the NAP design process, several rounds of consultation with governmental and non-governmental actors, including children and youth, were necessary. Second, that there was a common denominator in terms of the horizon: most plans spanned 5 years. Regarding the common structure and content, it was identified that the plans included an introduction, a regulatory framework, a situational analysis of violence, an objective and goal, a list of principles and approaches, core areas, strategies and actions, and indicators (of process, product and result). Finally, the plans included a coordination structure, a monitoring and evaluation system definition, baseline indicators and goals (for each core areas), and a budget that included an estimated annual investment.

The mapping of key stakeholders -which included professionals, institutions and public policy coordination mechanisms- used as an initial input the records of institutions and professionals who previously collaborated with the National Alliance. To map the government agencies, the team leading the NAP design implemented an adaptation of the methodology proposed by Pozo-Solis (Tapella, 2017).⁸ First, a list of all the identified agencies was constructed, although not all had a formally assigned focal point or delegate towards the National Alliance and the leading ICBF team. Then, the institutional roles (or functions) and strategic goals coming from sectoral policy guidelines were reviewed to identify the potential contributions to the NAP. Afterwards, relationships and possible networks across actors were mapped, to establish their management and leadership capacity to guarantee the implementation or design of proposed initiatives to prevent VAC (National Alliance, 2021b). Annex B presents the list of government agencies and stakeholders). The mapping of public policy coordination mechanisms focused on technical committees, public policy councils, system management entities, system coordination entities that somehow address violence prevention or victim assistance. Annex C presents the list of coordination mechanisms. Finally, the mapping of civil society stakeholders, such as private non-profit organizations, academia and children’s advocacy organizations, was completely guided by what the ICBF reported to be key allies in the Colombian child protection realm. Annex D presents the list of identified civil society stakeholders.

STEP 2: NAP DRAFT DEVELOPMENT, CONSULTATION PROCESSES AND MAPPING OF INITIATIVES

The second step of the NAP design stage the team of consultants and the ICBF leading team worked together to construct the plan’s strategic guidelines, conducted a series of consultations with key stakeholders, and mapped the existing VAC prevention and victim assistance initiatives at the national government level. The strategic

⁸ The methodology proposed by Pozo Solis (2017) sets out six steps: 1. Initial proposal for classifying actors, 2. Identification of functions and roles of each actor, 3. Analysis of actors, 4. Preparation of the MAC Matrix, 5. Recognition of social relations, and 6. Recognition of existing social networks.

guidelines of the NAP defined its structure, vision and mission statements, objectives, and main components. The process for the development of the guidelines was based on the available scientific evidence and relevant national and international VAC prevention experiences. In particular, the documents drafted during the preparation stage and the technical advice from national and international experts were a fundamental input.

Initial draft development

To define the plan's structure, the NAP design team incorporated the results from the desk review of other action plans. In addition to the usual sections (e.g., introduction, regulatory framework, description of the violence context, among others), the document included a section describing the methodology implemented. To define the NAP vision and mission, the team reviewed Colombia's commitment to achieving the Sustainable Development Goals⁹, the 2018-2022 National Development Plan and the mission statement of the National Alliance.

As an initial proposal for the main components of the NAP, the team used the six strategies initially proposed by ICBF, which are described in the technical document supporting the creation of the National Alliance (see Harker Roa et al., 2019). Consultation workshops were conducted to discuss and analyze the relevance of these components. As a result, from this consultative process, the NAP ended having seven main components: i) protective environments, (ii) risk prevention, (iii) legal framework, (iv) timely and comprehensive care, (v) data and evidence, (vi) social mobilization, (vii) capacity strengthening. Table 2 presents the objectives, lines of action, a brief description of the type of interventions and the count of interventions.

Consultation process

The work with government authorities and stakeholders had two objectives: "To promote participation in the

⁹ Specifically, 5.2 goal: "to eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual exploitation and other types of exploitation" and in ODS 16, 16.2 goal, which refers to "end abuse, exploitation, trafficking and all forms of violence and torture against children."

2021-2024 National Action Plan's design and implementation" and "to position the National Alliance by identifying its role and the added value to the activities developed by different actors to prevent and address the different forms of violence" (National Alliance, 2021b). The list of participants for the consultative workshops were defined by the mapping carried out in the first step of the design stage. To conduct these activities the design team had to create a directory with identification and contact data for the focal points from the allied organizations and government agencies (email and telephone).

Various strategies were implemented to socialize the documents prepared for the National Alliance and the NAP development. For each workshop or consultation activity, concept notes were prepared to describe the objectives (general and specific), expected products, methodology, and agenda. Due to the COVID-19 pandemic, the consultations were carried out remotely using online tools and platforms (e.g., Google Jamboard, Mentimeter, and Microsoft Teams). Table 1 describes the objective, methodology and actors in each consultation activity.¹⁰

Mapping of initiatives:

The initiative mapping exercise was based on a previous mapping developed by the ICBF's Vice General Director Office, with the technical support of Universidad de los Andes. The fields for the collection of the information were defined and standardized, and a matrix was prepared with the following fields:

Initiative's characterization: name or company name, a description, objectives, current status (negotiation, design, implementation, closure-completion), expected results, target population, geographic coverage (national, municipal, specific places of implementation), main lines of action (it was requested to state at least three actions required to meet the objectives) and the estimated period of implementation (years or months).

- Responsible parties: responsible organization, the organization's management/department, and allied organizations.
- Financing: the total value, value broken down by year,

¹⁰ Case 3 describes the methodology and lessons learned in greater detail.

budget availability for the initiative or available budget, need for international cooperation support and type of support.

- Contact information: name of the initiative's responsible, email and telephone.

To collect the information, the NAP design team sent the matrix to representatives of the government agencies and civil society organizations participating in the consultation process. During the workshops and interviews, organizations committed to fill out and send the completed matrix to the design team. During this process, individual interviews were conducted (remotely or in person) to resolve queries or review further information. The result of this mapping is summarized in Table 1.

Development of departmental action plans

As part of the NAP design and given the decentralized nature of public policy implementation in Colombia, the ICBF promoted the elaboration action plans at the departmental level. The NAP design team identified the technical (diversity, territorialization) and political (at the national and departmental levels) needs to successfully develop each departmental action plan. Afterwards, the ICBF published guidelines for the development of the plans. Local design teams design was comprised of professionals from local government agencies in charge of social policy (e.g., health, social welfare, social integration and planning secretariats) that assume the commitment (National Alliance to End Violence Against Children and Adolescents, 2021). The ICBF (at the national level) and the ICBF regional offices provided technical support. The development of these departmental action plans described more extensively in Case Study 2.

INSPIRE Coordination Course in Colombia

The End Violence Lab designed this participatory and interactive course based on previous courses developed by End Violence Lab across the world¹¹. In Colombia, was designed hand-by-hand with country partners, specifically ICBF, to respond to the context's needs. These types of courses aim to develop capacities for the implementation,

adaptation, monitoring, evaluation and scaling up of INSPIRE strategies. In the case of Colombia, the course targeted departmental governments' representatives and focused on designing and preparing departmental action plans. The course was designed following eight steps: (1) Establish a local organizing committee; (2) Develop the conceptual framework and fundamental principles; (3) Develop and design the course; (4) Train the facilitators and develop the design of each module; (5) Participant's registration; (6) Course adaptation and preparation of materials to work remotely; (7) Process evaluation's design and course results; and (8) Planning and development of course activities. The INSPIRE Coordination Course in Colombia (CICC) was implemented remotely from July to September due to the COVID-19 pandemic and had an average of 74 participants in each session. The design process and implementation is described in detail in the report prepared by Maternowska et al. (2021).

¹¹ Previously, End Violence Lab developed courses globally in Scotland in 2017, regionally in Southeast Asia in 2018 and nationally in Mexico (2019).

Table 1. *NAP's components, objectives and lines of action (Adapted from Alianza Nacional, 2021)*

Component	Objectives	Lines of action	Description of the type of intervention	Number of initiatives
Protective environments	OE1. Strengthen the environments in which children and adolescents grow and develop to protect them from all forms of violence.	Educational environment	Actions with students	1
			Actions in the educational environment (principals, teachers, parents)	11
		Home environment	Parenting skills	4
			Socio-emotional skills	7
			Risk mitigation and Social-emotional Skills	1
		Community Environment	Community settings	6
			Infrastructure	2
		Digital environment	Channeling of risks and situations in digital environments	2
			Digital skills development	2
		Institutional environment	Institutional strengthening	1
Conditional cash transfers	Subsidies	3		
Risk prevention	OE2. Promote knowledge of rights and development of life skills in children and adolescents to prevent violence-related risks.	Strengthening of individual and social skills and abilities	Sporting, cultural and scientific events	9
			Socio-emotional skills	14
		Promotion of rights	Managing access to education	3
		Participation of children and adolescents	Listening space for children and adolescents	9
Legal framework	OE3. Advocate for the proper application and strengthening of the Colombian regulatory and legislative framework to guarantee the rights of children and adolescents to a life without violence.	Development of national regulations for prevention and care	Physical punishment	1
			Child work	3

Component	Objectives	Lines of action	Description of the type of intervention	Number of initiatives
Timely and comprehensive care	OE4. Guarantee effective access to protection and care services, as well as access to justice in the event of a violation of children and adolescents' rights.	Routes, guides and care protocols	Quick response and inter-institutional articulation	2
			Imminent risk situation and violation	5
		Access to justice	Inter-institutional articulation	2
		Care services	Different forms of violence	1
			Imminent risk situation and violation	4
Data and evidence	OE5. Raise awareness, achieve a greater understanding of the problem, and influence the change of standards and values that naturalize all forms of violence against children and adolescents.	Knowledge management	Armed conflict	2
			Knowledge about violation of rights	10
			Vital statistics in children under 18	3
			Provision of services	3
			Provision of services (it includes care model for pregnant and lactating adolescents)	1
			Mental health	1
			Gender-based violence	3
		Dissemination and disclosure	Institutional repositories	3
Social mobilization	OE5. Raise awareness, achieve a greater understanding of the problem, and influence the change of standards and values that naturalize all forms of violence against children and adolescents.	Sensitization and awareness generation	Different forms of violence	8
			Prevention of human trafficking and CSEC	2
			Prevention of forced recruitment	2
			Prevention of child labor	1
		Standards and values	Positive Parenting	2
			Awareness of violence	4

Component	Objectives	Lines of action	Description of the type of intervention	Number of initiatives
Capacity strengthening	OE6. Institutional and human resources for implementing and reviewing the National Action Plan.	Development of institutional capacities	Different forms of violence	3
			Forced recruitment	2
			Gender-based violence	2
			Sexual violence	3
		Human Talent Strengthening	Identification of risk and vulnerability situations	6
			Prevention of human trafficking and CSEC	3
			Prevention of all forms of violence	1
			Prevention of forced recruitment	1
			Prevention of child labor	1
			Gender-based violence	3
			Sexual violence	3
		Incidence in public policies	CSEC	1
			Institutional strengthening	2
			Mainstreaming differential approaches	1
Total for the 7 components:		20 lines	50 thematic organizers	170 initiatives

Table2. Objective and methodology used in the consultations. Extracted from National Alliance Docum

Actors and institutions	Objectives	Methodology used	Number of sessions
Government agencies	To identify intersectoral articulation actions for execution and design in prevention and attention to the different forms of violence that could be included in the National Action Plan. To socialize the National Action Plan’s final document.	Workshops Interviews	4 workshops 30 interviews
Technical Secretariats of inter-institutional coordination mechanisms	To identify meeting points/synergies and possible articulation routes between the different levels that address issues of violence and the National Alliance to End Violence Against Children and Adolescents.	Workshop	1
Government agencies and Civil Society Organizations	To socialize the content of the National Action Plan for its validation and approval by the different stakeholders connected to its drawing up. To establish commitments for the delivery of information on the budget and indicators of the initiatives linked to the National Action Plan	Meeting	1
Civil society organizations	To identify the role of <i>civil society organizations/ higher education institutions</i> in the National Action Plan within the National Alliance’s framework.	Workshop Interviews	1 workshop 15 interviews
Higher education institutions		Collective interview	1
Partners	To promote and identify possible forms of articulation and joint work between the different <i>international cooperation organizations/private sector</i> and the National Alliance on violence against children and adolescents.	Consultation	1
Private sector		Consultation	1
Children and adolescents	To recognize from the perspectives of children and adolescents the violations and situations of violence afflicting them in different areas and the alternatives they propose to be integrated into the National Action Plan.	Workshops	4

STEP 3: NAP CONSOLIDATION AND VALIDATION

The NAP design team oversaw the documentation of the results of all consultation activities and compiling the information submitted by the organizations. This team was responsible for incorporating the comments and information into the NAP document. Likewise, based on the information

obtained, the team elaborated Table 2. All stakeholders reviewed and validated this information. In addition, the team elaborated conceptual maps for each of the NAP main components to define product, result and impact indicators. In this process, they considered sectoral and national commitments and goal by aligning the indicators in public policy guidelines and the 2030 Agenda.

The validation process included two moments. First, stakeholders received the matrix with the initiatives and provided feedback and validation. Then, the design team sent the draft NAP document, a summary of the NAP (titled “the NAP ABCs”) and the link to a digital questionnaire (in Google Forms) to collect feedback (which was open only for two weeks). Second, the NAP design team was consolidated the information and including all the feedback provided by representatives of government agencies and civil society organizations. Additionally, members of the National Family Welfare System’s Executive Committee provided feedback and approved the contents of the NAP.

Implementation stage

The implementation of the NAP was centered around the development and deployment of a monitoring strategy. With the support of international partners, the internal ICBF team that led the NAP development began reviewing the information collected on the 180 initiatives included in the NAP and the data collection tools (see Table 2). This team reviewed the information provided by the government agencies and civil society organizations and compared it with the information in the matrix included in the NAP. This work allowed the team to identify missing information and the information that needed to be updated. For example, the focal points of the ally institutions were updated, which was key given the high turnover of personnel in the institutions.

The functionality of the data collection instruments and the information collected was evaluated to adjust and improve the process and tools. One of the more important adjustments was the inclusion of an evidence valuation component to assess the quality of the existing interventions. As a next step, instructions for collecting information were prepared, considering the difficulties already identified when collecting information during the preparation of the NAP. To request information on the implementation of the interventions, an email was sent to the institutions, including: (1) information on the NAP; (2) a digital form to collect information; and (3) instructions for filling out the form. The ICBF team provided support through telephone coordination calls and face-to-face meetings. This process took the longest and had the most challenges for the ICBF technical team.

One hundred forty-nine institutions sent the completed forms (in Word), and the ICBF team compiled the data in an Excel document for analysis. The data analysis shows that most of the interventions focus on response (victim assistance and service provision) and much less on prevention, and that the design of evidence-based interventions needs to be strengthened. Case Study 1 presents the procedures for monitoring and follow-up of the NAP in greater detail.

4. Lessons learned

This section presents the lessons learned from the perspective of stakeholders who participated in preparing and designing the NAP.

Developing and documenting solid and agreed tools and frameworks contributed to methodological rigor and process continuity

One of the outstanding characteristics of the NAP development process is that it has been built under an evidence-based approach. Likewise, the process has continued despite changes in team members and other contingencies, such as the pandemic caused by COVID-19. The interviewees agree that developing and documenting tools and instruments based on national and international experiences allowed the sustained work, establishing “bridges” between the actors involved and laying solid foundations to ensure methodological rigor. For example, the team in charge of preparing the NAP in the design stage did not start from scratch but resorted to reviewing documentation such as maps and technical documents previously prepared within the National Alliance preparation stage. This contributed to the continued application of methodological approaches and criteria, such as the inclusion of the INSPIRE framework, since the technical documents developed clear theoretical frameworks developed in the technical documents (e.g., Harker et al. 2019).

In the three stages of the NAP development (exploration, design and implementation), the technical teams have developed (and continue to develop) exhaustive and rigorous documents, tools and methodologies, such as consensual evidence-based components and guidelines to

guide the NAP design and departmental plans, methodologies for mapping evidence and interventions, among others. Having these documents has made it possible to build bridges between leaders in cases of management change and when new institutions become involved in the process. In this way, the technical teams could “transfer” the information to the new teams, who had the opportunity to review previous work and continue from there. One representative stated the following:

The pandemic began and altered agendas all over the world... there is also an administration change at the ICBF, and inevitably the process that was behind had some interruptions (...). Therefore... one of the things that allowed rapidly resuming the process was (...) that there were bases, the fact that there was something to work with, those technical documents (...) of the Alliance's technical foundations, set the Alliance components and had high-level support. There were some projects that had been identified with the entities at the government institutions (...) Similarly, there were resources. (Representative of the National Alliance)

The developed tools helped to face difficulties and unexpected conditions throughout the process, as reported in the following quote in which a representative of the consulting team describes how having clear methodological guides facilitated the consultation workshops' remote development.

Amid the pandemic, everything was done through information and communication technologies; we had a challenge, virtual workshops, learning how to create the zoom rooms, having the moderators, all of this was learning and we achieved it because we had concept notes and clearly knew why we were doing this activity, how it was going to be implemented, the functions of every person in the team and the output. The documents had the methodology, that helped us a lot. (Representative of the consulting team in charge of preparing the NAP)

Having guidelines and planning guides, particularly in the case of the development of departmental plans, contributed to people having clear instructions and steps on how to prepare the plans. This facilitated the process; however, as detailed in Case 2, there were also challenges.

Locally developed tools and framework for the Colombian context was the starting point

The technical teams, led by the ICBF, ensured that the documents, tools and methodologies considered what already existed in the country as a reference and based their work on the best available national and international evidence. In this way, the process did not start from scratch: it is essential to review national and international experiences and evidence to take them as a reference. For example, one of the first activities for creating the NAP was to review the technical documents prepared by the National Alliance between 2019 and 2020 and explore the Action Plans designed with the support of the Global Alliance. In addition, existing national regulatory frameworks (such as the National Development Plan) were reviewed to align the plan's proposals and ensure a robust legal framework to incorporate the activities.

Likewise, the NAP design team mapped the public policy mechanisms in charge of intersectoral and interinstitutional coordination, as well as existing interventions and initiatives (from the government, civil society organizations and academia). This was done by creating sheets to collect information, which later served as inputs to develop the NAP monitoring mechanisms. This, as described below, also contributed to the development of joint work.

The design of technical documents and conceptual frameworks, among others, has been endorsed by international partners, facilitating their acceptability among technical teams, institutions, and decision-makers at the national level. Furthermore, the endorsement of international partners increases confidence in the proposals and facilitates access to information on references and experiences worldwide to strengthen the technical teams' knowledge and work at the national level. As a result, the technical teams recognize the added value of having such information available and, in turn, identify the need and challenges involved in adapting to the Colombian context.

Technical teams had a broad experience and technical capacity

It is critical to recognize and value that the national technical teams have extensive experience and knowledge in VAC prevention and victim assistance. This is particularly

true in Colombia given the need to respond to the country's long history of internal armed conflicts, which has demanded that technical and political teams develop strategies to respond to such phenomena. Moreover, local technical teams also have people with the desire and willingness to strengthen their capacities and abilities, showing openness and curiosity to learn new information. This is reflected in the continuous learning work among technical teams at the national level and international partners through workspaces where proposals and experiences are presented and discussed worldwide. In addition, the national technical teams are also open to creating documents that show what is being implemented in Colombia to serve as evidence worldwide.

The development of INSPIRE courses was also a space where the departmental teams shared their experience on the subject and showed their curiosity to strengthen their capacities. An example of this was the large number of participants in the INSPIRE course. Despite the connection difficulties, the average percentage of participants was 74 in the live sessions (Tissera Luna et al., 2021). Also, technical teams recognize the need to generate responses to public issues informed by reliable evidence and develop and strengthen the information to contextualize, assess and monitor interventions.

Promoting the use of evidence was a core element

Evidence-based policy making has been a methodological premise for the NAP development process. Knowledge management contributed to the NAP design and advocacy activities at the political and technical levels. This allowed raising awareness and demonstrating the need to accelerate violence prevention efforts. The ICBF, the design team and the multisectoral group (see Section 3.1.5) proposed various dissemination and knowledge management strategies during the process. Meetings were proposed for the institutions to share existing information on VAC prevention. Given the characteristics of the Colombian context, collecting information on associated risk factors -such as gender, poverty and community violence- was important.

Using the VACS data was a key aspect of the process. The results showed the alarming levels of VAC in Colombia,

which motivated the implementation of the National Alliance and the design of the NAP. Likewise, it gave the country a baseline of violence prevalence and the associated risk and protection factors. To disseminate the findings, the national government, with the support of international partners, conducted several actions, including workshops to present results in Bogotá (120 participants), Barranquilla (37 participants) and Medellín (43 participants), which were covered by local media.

Another key action to promote evidence in the NAP development was the Data to Action Workshop, led by the CDC, which aimed to present the survey's results and the INSPIRE framework strategies, and use them to propose evidence-based prevention strategies. As previously mentioned, this workshop had 3 objectives: (1) Translating VACS' data into priority actions to prevent violence against C&A; (2) Converting the data into goals, strategies and policies to prepare a National Action Plan that reflects Colombia's priorities; and (3) Developing an evidence-based and data-driven National Action Plan to respond to violence against C&A (Ministry of Health and Social Protection, 2019). Case Study 4 explains in more detail the importance and challenges to develop evidence based public policies to prevent violence.

Leadership played a key role throughout the process

The NAP design and implementation have been the result of the joint work by various actors and has relied on the leadership and active commitment of high-level decision makers and key stakeholders at a technical level, which has contributed significantly to the process. Reducing violence has been a critical issue for Colombia which motivated the government to set the objective of reducing the prevalence of VAC by 14.3% between 2018 and 2022. The NAP design was the core strategy for the Presidency and the Presidential Advisor for Children and Adolescents. The NAP responded to the commitments set in the National Development Plan 2018-2022 (titled "Pact for Colombia, Pact for Equity"). This public policy guideline allowed the deployment of strategies that guaranteed intersectoral work, leveraged resources, and facilitated work with international partners, among other aspects. In this sense, García-Moreno (2015) highlights that strong leadership is

required to respond effectively to violence and motivate the allocation of financial and other resources.

Political leadership was a recurrent factor in the narrative of the actors working in the National Alliance and was manifested and sustained in concrete ways throughout the NAP design process. From the exploration stage, the Presidency's participation, represented by the Presidential Advisor for Children and Adolescents, was remarkable and constant. Within her social work, the participation of the First Lady was also valuable. For example, there were bi-weekly meetings in which, in its joint leadership with the ICBF, the actions carried out by the National Alliance, including the NAP design, were monitored.

The political leadership was also expressed in the relationship between the Colombian government and international partners. As part of the ongoing support provided by international partners, strategies were established to present recommendations and offer assistance. In addition, the Presidential Advisor for Children and Adolescents showed interest and availability to respond to requests and calls, being open to incorporating various proposals. Thus, for example, the invitations to events carried out within the framework of NAP formulation were mostly signed by the First Lady or the Presidential Advisor and the ICBF. This showed that the NAP design and implementation had the support of high-level decision-makers and that they actively participated in the process.

In several interviews, international partners acknowledge that political leadership contributed to the support's continuity and sustainability. The political leadership translated into the VACS implementation, the allocation of resources and the active participation in coordination spaces, making it easier for international partners to establish longer-term goals and actions to leverage resources from various institutions for implementing and developing the NAP.

It is worth mentioning that international partners played and continue to play a significant role. The support provided to the Colombian government has greatly contributed to building evidence (e.g., VACS) and technical documents necessary for advocacy. But also, their role in promoting discussion and collaboration spaces with high-level leaders to present evidence-based recommendations was an essential contribution to the decision-making process of

the Colombian government. Likewise, the support for developing technical teams' capacities (e.g., INSPIRE course) and the financial and technical support have been essential (e.g., development of guidelines and tools).

We identified a number of activities that involved various partners working together, so we submitted a document [to the government] in an organized way to get feedback... (...) I think the coordination among international partners who wanted to give support was also important. Likewise, it sped up communication and made it easier for the government to negotiate support and get the support it really wanted. Understanding the available possibilities is an easier and more efficient way. (USAID-HEARD representative).

As USAID/HEARD's representative mentioned, a key contribution was to foster constant coordination, the unification of discourses among international partners, and establishing a clear and close line of communication with high-level leaders and technical teams of the Colombian government. Thus, the international partners were able to analyze and understand the needs and resources of the Colombian government to establish effective and efficient support strategies during the NAP development.

Coordination and collaborative work among institutions are challenging and essential

The political leadership served as a catalyst and, at the same time, was reinforced by technical leadership. Interviewees from ICBF technical teams and the Presidential Advisor commented that their coordination was essential to keep political leaders informed about the progress and the theoretical and methodological proposals. The ongoing and informed dialogue among political leaders and technical teams strengthened the initial political commitment and helped political leaders make informed decisions. With the support of international partners, the technical teams prepared and presented evidence-based documents and proposals to decision-makers and stakeholders. The international support contributed to the proposals being more easily accepted and endorsed.

The political leadership at the presidential level has accompanied the NAP formulation, and this document sheds some light to understand which aspects contributed to

the sustained leadership. This documentation also shows that, although this political leadership is recognized at the national level, more actions are required to guarantee political leadership at the departmental level. This point will be explained in detail in Case Study 2.

Aligned with what is suggested in the existing literature, the interviewees recognize the importance and challenges of intersectoral and interinstitutional work. As Roberts (in Torfing, 2019) states, collaborative strategies facilitate the exchange of knowledge, skills and ideas among relevant people and thus stimulate mutual learning processes that can improve the understanding of the problem or challenge in question and broaden the range of creative ideas on how to solve it. The following quote illustrates the various challenges faced by the technical teams to achieve interinstitutional and intersectoral coordination, and the tools found to address these difficulties and achieve an effective collaboration:

This plan had the great challenge of achieving inter-institutional and intersectoral coordination, and that is not easy when you do not have a clear head of the sector, as in Colombia, which does not have an established social protection sector (...) Actors were mapped and joint work was established; strategies were standardized, we all got on the same page of what is being done, of what is required. That, for me, is the most valuable thing of the entire exercise. Various stakeholders were able to see themselves in this plan and the ICBF leveraged this to invigorate the plan. If this exercise were repeated for the country, those dialogues are necessary. (Representative of the team of consultants in charge of the NAP preparation)

The challenges mentioned by the interviewees include that the institutions usually have different agendas and strategic priorities, which makes joint work difficult and increases the risk of difficulties in reaching a consensus. For example, there were discussions around which institution would take over the leadership of National Alliance, a key issue that complicated reaching agreements and making decisions on the roles and functions of the institutions involved. Upon overcoming the tensions, the ICBF was defined as the leading entity in charge of coordinating the entities involved. Likewise, changes in administration and personnel turnover (at the leading and technical levels) made it

challenging to ensure continuity at work. Several interviewees commented that, in some cases, it was not easy to get some government agencies engaged after there was a change in institutional management teams or in an organization's focal point. To minimize this risk, the National Alliance leaders and the multisectoral working group had to make an effort to maintain high-frequency communication, engagement, and reporting with key stakeholders.

There is a sectoral strategic plan, but there are a lot of fights over who is the coordinator in the end, and since the ICBF was leading this initiative due to the commitments assumed, it had the enormous task of coordinating actions that are not easy when formulating a public policy because everyone is thinking about what they have to deliver and do. Thus, this was an exercise for all of us to start thinking, talking, and connecting about this common problem. (Representative of the consulting team in charge of preparing the NAP)

Another challenge was that some institutions did not easily recognize their role in violence prevention. Some institutions clearly recognize their role in preventing violence, especially government agencies in the healthcare, justice and education sectors. This is because there are clear regulations and public policy guidelines and that, due to their functions, they have direct coordination mechanisms and contexts such as hospitals, schools and community work. There was an active participation of these sectors in the process of drawing up the NAP. However, there are other sectors, such as transportation or mining, where it is more challenging to make their work visible. As evidenced by the following quote, it is important to reflect on strategies to involve other "unconventional" actors:

We lacked "unconventional" actors; it is very difficult. We tried to do it, but many said "no, really, what do I have to do with VAC?" (...). We began to identify what other actors could contribute in terms of violence prevention, such as the Ministry of Mines, the hydrocarbons sector (...), and they told us "Why me? Why is it relevant for me?"... and it turns out that there are many studies. We made inquiries with the team, and they told us that the cases of violence, the number of pregnancies, the risk of commercial sexual exploitation and the risk of trafficking vastly increase where there is exploration and exploitation of hydrocarbons. Regarding transportation, how can we work to prevent

violence in public transportation... to promote joint work... (...). You have to talk about your work. prevention plays an important role, and that is where we can contribute... It is hard to get someone who does not feel involved to work, and it is even harder to convince them, but that is where we have to go.” (Representative of the Presidential Advisor for Children and Adolescents)

There are four salient factors that facilitated joint work across institutions and stakeholders. First, the existence of leadership and high-level political mandate. Particularly, the President’s political will, facilitated convening different key institutions on the issue of violence, which were able to work together continuously. Second, the existence of previous collaborative work experiences to address different types of violence, in particular, an inter-sectoral exercise to fight gender-based violence. This meant strengthening management capacities on strategies for convening, dialogue, and negotiation with the people involved. Third, the methodology used to develop the NAP started from an initial mapping of actors and initiatives with a track record and experience in VAC prevention and victim assistance. Based on said mapping, the key stakeholders were convened. This call for collaboration allows, as Torfing (2016) points out, the integration of ideas into appropriate solutions, the construction and dissemination of new solutions, and the mobilization of resources. In short, the creation of a joint commitment aimed at achieving a common goal. Finally, the existence of technical leaders with skills to promote collaborative work is a topic that will be presented in the next section, (see Box 2).

These actions and conditions contributed to overcoming the challenges of joint work among the actors representing the institutions, even among those institutions that had not initially recognized their key role, as evidenced in the following quote:

We reviewed their experiences, actions, strategies and programs so that, once they arrived, we can tell them [how to work]... The work is complex, so there were institutions that said “I don’t have any actions, I’m not doing anything,” so we already had the mapping and we said “yes, look, but the family-school strategy is in charge of that directorate.” Therefore, they already felt involved, and we began to

write the NAP. (Representative of the Presidential Advisor for Children and Adolescents)

The opportunities mentioned above, and the challenges of collaborative work, are also showcased in Study Case 2, which describes the lessons learned from collaborative work for preparing departmental plans.

BOX 2. SKILLS TO PROMOTE COLLABORATIVE WORK

Soft skills contribute to leadership and sustainability in teams

The consulting team’s representative recounts how the process is not only about writing a document but that technical teams must have skills to streamline the processes. The interviewee particularly refers to finding a balance between the technical and political components. Thus, in preparing the NAP, teams with extensive experience and technical knowledge have been involved, contributing their abilities to generate consensus and transmit key messages. Below are some of these abilities: “As in any public policy, there is a technical and political component and “[name of the person leading the process] was absolutely clear about it and managed to invigorate this process very well from both components...it is not only about writing the document, there are political issues on the background” (Representative of the consulting team in charge of preparing the NAP).

Critical and analytical thinking

The development of the NAP has been challenging. These difficulties included both those commonly faced by public policy managers, as well as those that are contextual and unexpected, such as the COVID-19 pandemic. In this context, teams with analytical and critical thinking skills prepared the NAP to identify key and strategic moments to make decisions and identify opportunities amid difficulties. The ability to face difficulties and identify potentialities was evident during the COVID-19 pandemic. The pandemic undeniably affected—and continues to affect—the plan in many ways and at different levels, not only because of the pressures on the healthcare sector, but also because of the difficulties in the design and implementation of policies in general. People with critical thinking and analysis skills examined difficulties to propose mitigation actions and to identify those situations

that could enhance the development of activities. Thus, for example, various national and international institutions warned about increased risk factors for violence against C&A during the pandemic. This was strategically used to strengthen the process by proposing meetings with decision-makers in which the need to accelerate the design actions of the NAP was evidenced and to propose permanent follow-up actions to the situation in the territory in general. This was possible thanks to the fact that remote work allowed to reduce costs, time and logistic processes.

The pandemic helped us hold a second follow-up meeting with the First Lady...we talked about how to adapt the NAP response and the importance of considering the pandemic as a huge risk factor for violence... to examine the progress and the idea was to meet periodically to evaluate our work. This was an important political moment...there are other political moments that occurred simultaneously with the development of technical aspects but that have served us to reiterate the political support we need. (International community's representative)

Another example concerns the implementation of the INSPIRE course. Like most countries, the Colombian government established mobility restrictions to reduce the spread of COVID-19. This led to a change in the INSPIRE course's implementation: initially, it was designed as a face-to-face course, and it was adapted and implemented online, which implied flexibility and willingness to innovate and learn from the implementers.

Finally, the committee that designed the course analyzed that, despite the challenges, the online modality would allow for more participants per department. Thus, it was proposed to convene two people per department, and finally, up to four representatives of each departmental government participated. The change in modality allowed greater participation.

Skills to promote cooperative work

The cooperative work between the actors and institutions that play a role in violence prevention is essential to designing public policies. As mentioned above, this allows participants' awareness and contributes to their involvement and participation in the policy's design and

implementation. Moreover, as García-Moreno (2015) points out, reducing violence requires interventions from different sectors and changes in individual and institutional discriminatory behaviors and attitudes.

Collaborative work implies establishing alliances and joint work with people outside the organizations and within the same teams; for this reason, people who lead the processes must have soft skills that promote collaborative work. In this regard, the people interviewed acknowledge that, besides having experience on the subject of violence, the key people involved in the process should have key soft skills such as leadership and assertive communication, and should be able to build trust and promote group work. In this way, the leaders managed and sustained the commitment of their technical teams and involved, synchronized, and directed the different levels involved toward an objective of common interest and responsibility.

The academic literature has referred to those people who play a critical role in supporting effective collaborations and seek to facilitate communication across organizational and industry boundaries, and build trust, empathy, and mutual understanding among other actors, as "border keys" (Torfing, 2019; Williams, 2020).

This work was carried out to promote work among institutions and within the technical teams in charge of formulating the NAP and departmental plans. Thus, various strategies were developed to establish consensus, such as meetings and face-to-face sessions of one or two days. In these spaces, individual opinions on technical and methodological aspects were shared and discussed to establish common agreements and plan the following actions.

5. Recommendations

The design of the NAP in Colombia is a historical effort and has demonstrated the country's commitment to end VAC. In this process, there has been clear leadership, committed technical teams with vast experience, and constant and coordinated support of international allies. The documentation of the actions and milestones in three stages of the NAP development process (exploration, design and implementation), has made it possible to identify the following ten recommendations:

- The VACS-2018 Colombia study showed the alarming magnitude of VAC in the country and allowed prioritizing actions for the NAP and establishing a baseline to monitor the NAP progress. The country must continue to invest in research and knowledge management to strengthen the design of evidence-based public policies.
- The technical teams have developed various efforts to ensure the NAP is designed based on evidence. However, it is crucial to continue along this line, developing actions to have information as disaggregated as possible to include information on groups in vulnerable conditions, such as indigenous or LGTBIQ+ communities.
- Various actors have been involved when preparing the NAP, including the government agencies, international partners, academia, civil society organization and children and adolescents. This has been transcendental since many allies have been able to get involved and feel part of the process. However, some challenges remain, such as: involving “non-conventional” sectors (such as mining sector) that find it more challenging to recognize their role in VAC prevention as they have not usually been linked to childhood protection issues, protection. In addition, it is important to maintain and strengthen ties with civil society organization throughout the territory, to keep promoting the engagement and collaboration with key stakeholders in VAC prevention and victim assistance.
- The NAP had the challenge of achieving the coordination of multiple actors, and the actor’s participation and commitment should be maintained to implement the NAP. This requires actions to consolidate the message that violence prevention is not an effort of the current government or an institution but of all Colombians, and it is the country’s assumed commitment to fulfilling the Sustainable Development Goals.
- Colombia has essential ties with international agencies worldwide, and the country’s vast experience and efforts to end VAC are recognized. These ties should be maintained, carrying out actions to make visible the work and evidence produced to contribute to these global efforts.
- Political leadership played a key role in the NAP development, which demonstrated the country’s commitment to fight VAC publicly and with concrete actions. This commitment must be supported by ensuring coordination mechanisms and leveraging the resources required for implementing actions.
- Local technical teams in Colombia have vast experience in child protection and victim assistance, due to the history of conflict and violence in the country. Continuing to strengthen their technical capacities is key, promoting meeting spaces to share experiences at the local level and with international partners, as with the INSPIRE course. Capacity development should not only focus on methodological and theoretical aspects but also on the development of soft skills, such as critical thinking and effective communication skills.
- The NAP includes various evidence-based tools and strategies endorsed by the actors who participated in its preparation, allowing future teams to continue the work. New members and institutions involved will be able to continue the work considering these solid bases, which can facilitate the continuation of the strategies.
- The NAP is a significant milestone for the country. Further efforts are required to strengthen its design and implementation to contribute to the fight to end VAC. This is especially relevant in the Colombian context, in which preventing violence against children and adolescents is key to progress towards peace building.
- Colombia has developed technical tools for designing, implementing, and monitoring the NAP, which will contribute to strengthening prevention strategies in Colombia and serve as a reference for work in other countries. Developing Action Plans for the country’s 32 departments (Colombia’s largest geographical administrative unit) is a groundbreaking strategy that can contribute to developing local strategies worldwide (See Study Case 2). Additionally, a rigorous process has been developed for preparing M&E technical tools, which has included piloting the tools to collect information, which will strengthen the processes of generating evidence in Colombia, and which can be adapted to other countries (See Study Case 1).

6. Annexes

List of participants in the interviews

Name	Institution
Jaime Matute	ICBF
Diego Otero	ICBF
Paula Rodríguez	ICBF
Dalys Cecilia Silgado	Office of the First Lady of Colombia
Ana Carolina Estupiñán	Ministry of Health and Social Protection
Yamileth Ortiz	Former UNICEF consultant
Gustavo Adolfo Romero	ICBF
Esther Ruíz	UNICEF LAC
Rocío Mojica	UNICEF Colombia
Cassia Carvalho	End Violence
Begoña Fernández	Together for Girls
Samantha Ski	HEARD Project
Pilar Cardona (Promotion and Prevention)	Ministry of Health and Social Protection
Andrés Villaveces	CDC
Diana Ortiz	Consultant
Catalina Arbelaez	Advisor to the Child and Youth High Council
Obeida Velasco	Territorial plans
Katherine Aspirilla	Territorial plans - Choco
Margarita Naranjo	Territorial plans
Nohora Ibarra	Territorial plans
Gloria Carvalio	Civil Society Organization
Fedra Patricia Rubio	Civil Society Organization

List of institutions attending the Data for Action Workshop

- Ministry of Health and Social Protection
- Ministry of Labor
- Ministry of National Education
- Ministry of Justice
- DNP
- Presidential Council on Human Rights
- Attorney General's Office
- Colombian Family Welfare Institute
- National Institute of Legal Medicine and Forensic Sciences
- National Health Institute
- Colombia National Police Force
- UNICEF
- UN Women

- IOM
- USAID
- CDC (U.S.)
- Together for Girls
- Red PaPaz
- Salud Total (health insurance public company)
- Universidad de Los Andes
- University of Pennsylvania
- University Research Council (URC)
- Plan International
- SOS Aldeas Infantiles

List of government agencies involved in the NAP development. Bogota, 2020

Sector*	Agencies
Agriculture and Rural Development	Ministry of Agriculture and Rural Development
Environment and Sustainable Development	Ministry of Environment and Sustainable Development
Science, Technology and Innovation	Ministry of Science, Technology and Innovation
Trade, Industry and Tourism	Ministry of Trade, Industry and Tourism
Councils	Presidential Advisor for Youth Presidential Advisor for Human Rights and International Affairs Presidential Advisor for Children and Adolescents
Culture	Ministry of Culture
Defense and Police Force	Ministry of Defense National Police Force
Sport and Recreation	Ministry of Sports
Education	Ministry of Education
District Attorney's Office	Attorney General's Office National Institute of Legal Medicine and Forensic Sciences
Social Inclusion and Reconciliation	National Center for Historical Memory Administrative Department for Social Prosperity Colombian Family Welfare Institute Comprehensive Care and Reparation Unit for Victims
Statistical Information	National Administrative Department of Statistics
Internal Affairs	Ministry of Internal Affairs
Justice and Law	Ministry of Justice and Law

Sector*	Agencies
Mines and Energy	Ministry of Mines and Energy
Control agencies	Ombudsman's Office Attorney General's Office
Planning	National Planning Department
Foreign Affairs	Ministry of Foreign Affairs
Health and Social Protection	Ministry of Health and Social Protection
Information technology and communications	Ministry of Information Technology and Communications
Labor	Ministry of Labor
Transport	Ministry of Transport

List of coordination authorities linked to the drawing up of the National Action Plan. Bogota, 2020

#	Name	Leading entity
1	Steering Committee	Advisor for Children and Adolescents
2	Intersectoral Commission for Recruitment Prevention, use and sexual violence against children and adolescents by organized groups outside the law and organized criminal groups (CIPRUNA)	Presidential Advisor for Human Rights
3	National Family Committee	DFC (Families and Communities Department) /SNBF (National Family Welfare System) / Social Prosperity
4	Criminal Responsibility System for Adolescents (SRPA) Committee	Ministry of Justice and ICBF
5	School Coexistence Technical Board	Ministry of National Education
6	Inter-institutional Advisory Committee for the Prevention of Sexual Violence and Comprehensive Care for Children and Adolescents, Victims of Sexual Abuse	Ministry of Health and Social Protection
7	Articulating Mechanism for Addressing Gender-Based Violence	Ministry of Health and Social Protection
8	Intersectoral Commission for Sexual and reproductive rights	Ministry of Health and Social Protection

9	Inter-institutional Committee for the Eradication of Child Labor and the Protection of Child Workers	Ministry of Labor
10	National Disability Council	Ministry of Internal Affairs
11	National Committee against human trafficking	Ministry of Internal Affairs
12	National Committee to prevent child sexual exploitation and abuse	Ministry of Work and ICBF
13	Technical table for incorporating ethnic approach at PP-Afro	ICBF
14	Inter-institutional and intercultural strategy for comprehensive approach to gender violence and harmful practices in indigenous peoples	ICBF
15	Inter-institutional commission for migrant children. Information systems.	ICBF
16	National System of Comprehensive Care and Reparation for Victims (SNARIV)	UARIV

Source. Prepared from the review at ICBF. November 2020

Stakeholders linked to the drawing up of the National Action Plan. Bogota, 2020

Interest group	Actors
Civil Society Organizations	aeioTU, Aldeas Infantiles SOS Colombia, Alliance for Colombian Children, BETHANY, Coalition against the involvement of boys, girls and young people in the armed conflict in Colombia (COALICO), Amor al Niño Cariño, Game and Childhood Corporation, Action Fund, Foundation Ama La Vida ALIWEN, Apegy Foundation, Child Care Foundation, Lumos Colombia Foundation, PLAN Foundation, Renacer Foundation, “REDPAI” Child Protection Network, PaPaz Network, Save the Children, World Vision.
Higher Education Institutions	Universidad de La Sabana, Universidad de los Andes, EAFIT, Universidad de Nariño, Universidad San Buenaventura, Universidad del Norte, Universidad del Rosario, Universidad Javeriana, Universidad Nacional
Cooperators	United Nations Population Fund (UNFPA), The United Nations Children’s Fund (UNICEF), International Organization for Migration (IOM), United Nations Office on Drugs and Crime (UNODC), Pan American Organization for Health (PAHO/WHO), World Food Program (WFP), Food and Agriculture Organization of the United Nations (FAO), International Committee of the Red Cross (ICRC), Organization of Ibero-American States (OEI), Office of the High United Nations Commissioner for Human Rights (OHCHR), Organization of Ibero-American States.
	Embassies of Germany, Peru, Chile, Mexico, Dominican Republic, Ecuador, Paraguay, Brazil, Canada, Japan, Switzerland, United Kingdom, British Council, United States, Sweden, Norway, French Development Agency.

Interest group	Actors
Private sector	Asocapitales, ACOGEN, Asocapitales, ASOMEDIOS, Asobancaria, Asociación Colombiana de Minería.
Children and adolescents (16)	Children and adolescents belonging to the Advisory Council of the Colombian Family Welfare Institute and residents of Acacias and Granada (Meta), Sabaneta (Antioquia), Rio Sucio (Caldas), Convención (Norte de Santander), Abrego (Norte de Santander), Cali (Valle del Cauca), Buenaventura (Valle del Cauca), Bogotá (Capital District), Tumaco (Nariño), Arauca, Ocaña (Norte de Santander), Arjona (Bolívar), Girón (Santander), Piedecuesta, Silvia (Cauca), Soacha (Cundinamarca), Barranquilla (Atlántico), Montería (Córdoba), Cartagena (Bolívar), Ciénaga (Bolívar).

INSPIRE course content and agenda

Week	Live session date	Module	Facilitators
Week 1 From April 05 to April 11	April 07 / (7:30 – 8:30)	Module 1. Welcome - Presentation of INSPIRE's strategy	Jaime Matute
			Deborah Fry
			Catherine Maternowska
Week 2 From April 12 to April 18	April 14/ (7:30 – 8:30)	Module 2. NAP presentation and its coordination with other national policies	Yanet Aleman
			Catherine Maternowska
			Yamileth Ortiz)
Week 3 From April 19 to April 25	April 21/ (7:30 – 8:30)	Module 3. Priority setting	Diana Acuña (
			Deborah Fry
			Catherine Maternowska
			Andrés Villaveces
		Module 4: Use of data on violence against children and adolescents in Colombia to inform interventions	Natalia Munarth
			Pilar Cardona
			Deborah Fry

Week 4 From April 26 to May 02	April 28 (7:30- 8:30)	Module 5: To align Colombia's NAP to the territories - Basic tools to understand the monitoring and evaluation processes	Arturo Harker
			Sarah Morton
			Diana Acuña
			Yamilet Ortiz
Week 5 From May 03 to May 09	May 05 (7:30- 8:30)	Module 6: To align Colombia's NAP to the territories - Monitoring and evaluation scheme	Arturo Harker
			Sarah Morton
			Yamilet Ortiz Diana Acuña
Week 6 From May 10 to May 16	May 12 (7:30- 8:30)	Module 7: Adaptation of interventions – social norms	Rebecka Lundgren
			Maria Cecilia Dedios Sanguinetti
			Representante de Mi Familia ICBF (Por confirmar)
Week 7 From May 17 to May 23	May 19 (7:30- 8:30)	Module 8: Participation of children and adolescents in the design of violence prevention	Amy Ritterbuch
			Amanda Third
Week 8 From May 24 to May 30	May 26 (7:30- 8:30)	Module 9: Development of joint work and communication's soft skills	Lisa Witter
			Héctor Hernández
			Representante de UNICEF (Por confirmar)
			Constanza Alarcón
		Module 10: Communications and Storytelling in Government	Lisa Witter
Cristina Parra (Por confirmar)			
Week 9 From May 31 to June 06	June 02 (7:30- 8:30)	Module 11: Strategies to generate consensus while aligning the NAP to the territories	Catherine Maternowska
			Deborah Fry
			Diana Acuña

Week 10 From June 07 to June 13	June 09 (7:30- 8:30)	Module 12: Human Talent Management for preventing violence	Deborah Fry
			Paula Cuellar
			Sandra Liliana Pinzón (Por confirmar)
Week 11 From June 14 to June 20	June 16 (7:30- 8:30)	Module 13: Costing of an aligned NAP	Philip Goldman
			Arturo Hacker
Week 12 From June 21 to June 27	June 23 (7:30- 8:30)	Module 14: Promotion (Advocacy) of aligned NAP	Jaime Matute
			Ana María Sánchez
		Module 15: Graduation	Jaime Matute
			Deborah Fry
			Catherine Maternowska

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