Everybody's Business

BEST PRACTICE AND LESSONS LEARNT FROM WORKING WITH THE PRIVATE SECTOR TO END SEXUAL EXPLOITATION OF CHILDREN

December 2020

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stops child exploitation

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Down to Zero
Fighting commercial sexual exploitation of children

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Executive Summary

"Down to Zero" (DtZ) is a 5-year[1] multi-sectoral program focused on the prevention and combat of the sexual exploitation of children (SEC) and adolescents in 10 countries in Latin America (Bolivia, Brazil, Colombia, Dominican Republic, Nicaragua and Peru) and Asia (India, Indonesia, the Philippines and Thailand). This report provides an overview of best practices and lessons learnt working with the private sector as one of four strategic pathways across all 10 countries as well as at international level. It was developed using programme documentation, surveys and discussions with DtZ country teams and private sector partners.

The findings show that the emergence and identification of best practices were clearly interlinked with the lessons learnt during the programme, and clearly confirmed the value of existing guidance from the international Down to Zero Alliance partners on working with the private sector.

A starting point and core lesson was the complexity and diversity of the private sector. Partners were practical and aspirational in their work with the tourism, ICT, transportation and extractives industries, and learnt to adapt their approach while working with the formal and informal sectors.

Challenges included the limited data for advocacy; lack of regulation and enforcement; widespread lack of awareness of the problem; difficulties in accessing private sector organizations; and the fact that some businesses were profiting from SEC. Partners overcame these by developing evidence-based advocacy, invoking national and international legal frameworks, using accessible and business-oriented language and terms, working through associations, collectives and trade unions, establishing open but formal partnerships and providing mentoring to private sector partners, and encouraging ownership that led to knowledge sharing and collective action within sectors.

Several overarching lessons were identified from programme implementation, including: 1) Building multi-stakeholder coalitions with private companies, governments, civil society organisations, communities and children and adolescents required creativity, dedication and persistence, but it was the key to building a sustainable response to SEC; and 2) The importance of avoiding assumptions about the willingness or motivation of the private sector to act against SEC. DtZ partners found that many private sector actors were very willing to engage once they understood the problem and the role of their industry in facilitating SEC, could clearly identify their role in providing solutions, and felt informed, empowered and supported to take action.

A bold, complex and ambitious programme, one of the most important lessons to emerge from Down to Zero was the human story. It was crucial for partners to demonstrate the problem, understand and engage key actors in their own environments, help them identify solutions, create accountability and provide ongoing support. But it was equally if not more important to speak to their humanity and build their resolve to protect children from sexual exploitation and abuse.

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[1] DtZ ran from January 2016- December 2020, with funding from the Ministry of Foreign Affairs and Development Cooperation of the Netherlands.
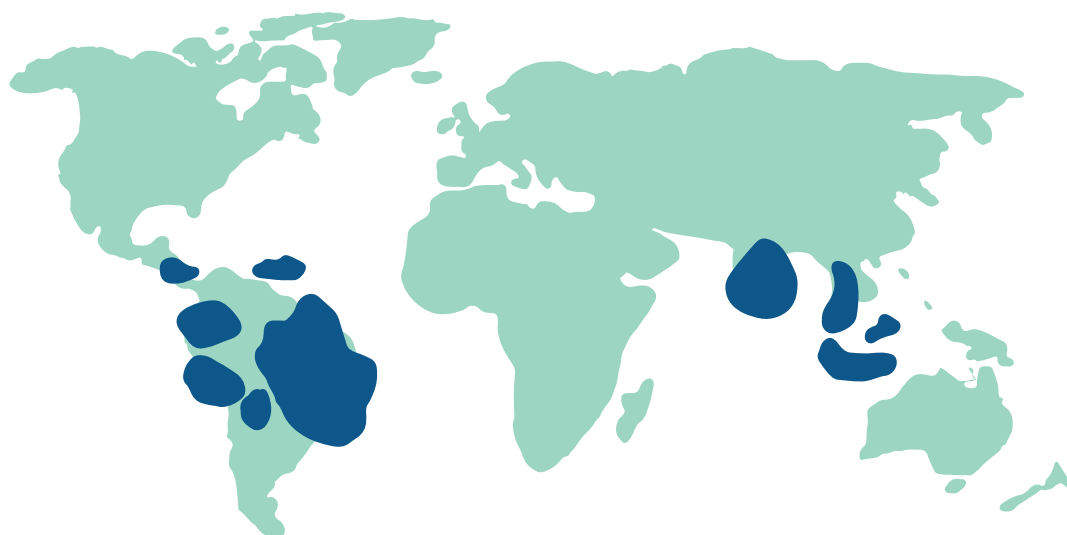
Introduction

"Down to Zero" (DtZ) is a 5-year, multi-sectoral program focused on the prevention and combat of the sexual exploitation of children (SEC) and adolescents in 10 countries in Latin America and Asia. DtZ was funded by the Ministry of Foreign Affairs and Development Cooperation of the Netherlands (the Ministry), DtZ began in January 2016 and ends in December 2020.

OVERVIEW OF COUNTRIES AND PARTNER ORGANISATIONS

The Down to Zero Alliance consists of Terre des Hommes Netherlands, ICCO, Plan International Netherlands, Defence for Children-ECPAT Netherlands and Free a Girl. These organisations have been working with 25 implementing partners and stakeholders in six Latin American countries - Bolivia, Peru, Nicaragua, Colombia, Brazil and the Dominican Republic – and four countries in South and Southeast Asia- India, Thailand, Indonesia, and the Philippines.

Local implementing partners include a diverse range of organisations in terms of size, scale and scope. While in some countries there was only one implementing partner, in other countries there were national alliances made up of organisations with different focus areas or regions.

Brazil	**Centro de Defesa da Criança e Adolescente da Bahia (CEDECA)**	DtZ in Brazil addresses SEC, especially in travel and tourism. Plan and DCI-ECPAT work with three implementing partners: CEDECA, ECPAT Brazil, Plan International, in the State of Bahia.
	ECPAT Brazil	
	Plan International Brazil	
Dominican Republic	**MAIS-ECPAT Dominican Republic**	DtZ in Dominican Republic addresses SEC, especially in travel and tourism. Plan and DCI-ECPAT work with four implementing partners: MAIS, COIN, Caminantes, and Plan Barahona, in four areas (Puerto Plata, La Altagracia, South-East, and South-West).
	Centro de Orientación Integral, Inc. (COIN)	
	Caminante	
	Plan International Dominican Republic	
Colombia	**Fundacion Renacer (ECPAT)**	DtZ in Colombia addresses SEC, trafficking for sexual exploitation, SEC in tourism and for sexual performance and in the extractives industry. ICCO works with implementing partner Renacer in two areas (Bogota and La Guajira).

Bolivia	Fundación Munasim Kullakita Bolivia (FMK)	DtZ in Bolivia addresses SEC, trafficking for sexual exploitation, SEC mainly in transport, and lodging for sexual purposes. ICCO works with implementing partner Munasim in four areas (La Paz, Cochabamba, Santa Cruz, Tarija).
Nicaragua	Tesis	DtZ in Nicaragua addresses trafficking for sexual exploitation, SEC in tourism and for sexual performance in the hospitality sector and in agribusinesses. ICCO works with implementing partner Tesis in two areas (Managua).
Peru	Capital Humano y Social (CHS) Alternativo	DtZ in Peru addresses SEC, trafficking for sexual exploitation, and SEC in tourism. ICCO works with implementing partner CHS in three areas (Lima, Loreto, Puno).
Indonesia	Surabaya Children Crisis Centre (SCCC)	DtZ in Indonesia addresses SEC in travel and tourism, and SEC online (through ICT and media). Terre des Hommes, Plan and DCI-ECPAT work with six implementing partners: YEP, SCCC, Gagas, KPI Jatim, Bandungwangi, ECPAT Indonesia, in four areas (Batam, Jakarta, Surabaya, Lombok).
	Yayasan Embun Pelangi (YEP) Indonesia	
	Bandungwangi Foundation	
	ECPAT Indonesia	
	Galang Anak Semesta (GAGAS)	
	Koalisi Perempuan Indonesia (KPI)	
Thailand	Alliance Anti Trafic (AAT)	DtZ in Thailand addresses SEC in travel and tourism, SEC online, and trafficking for sexual exploitation. Terre des Hommes, Free a Girl, and DCI-ECPAT work with three implementing partners: FACE, AAT, ECPAT Thailand, in four areas (Bangkok, North, East, and North-East Thailand).
	Childline Thailand Foundation	
	ThaiHotline	
	ECPAT Foundation Thailand	
	FACE Foundation	
India	Sanlaap	DtZ in India addresses trafficking for sexual purposes in border areas, and SEC related to tourism and IT. Free a Girl and DCI-ECPAT work in India with two implementing partners: Sanlaap and EQUATIONS, in three areas (West Bengal, Bihar, and Kerala).
	Equations	
The Philippines	Bidlisiw Foundation	DtZ in Philippines addresses SEC in travel and tourism, SEC online, and trafficking for sexual exploitation.Terre des Hommes and DCI-ECPAT work with four partners: FORGE, CLB, Bidlisiw Foundation, ECPAT Philippines, in three areas (Boracay, Bohol, Cebu Islands).
	FORGE	
	Children's Legal Bureau (CLB)	
	ECPAT Philippines	

Additionally, an international programme component geared towards lobby and advocacy towards the private sector, governments and international organizations and the capacity building of CSOs thereon, was implemented at international level, through ECPAT International.

DtZ was built around four strategic pathways that focused on children, communities, government and the private sector. There was ongoing exchange of learning throughout the programme, coordinated through two learning groups on: 1) Private sector and 2) Child empowerment.

The Private Sector pathway was built around targeted companies getting interested in, developing and effectively implementing a Code of Conduct (CoC) or Memorandum of Understanding (MoU) for child rights safeguarding, including protection against and reporting of SEC. The strategic objective of this work is that market leaders or branch associations of the private sector (tourism industry, ICT, transportation and extractives industries) are actively engaged in the protection of children against sexual exploitation, through evidence-based advocacy, connecting business to other key actors, and working on the development, adoption and implementation of internal policies or sector-wide codes of conduct.

PURPOSE OF THE REPORT

Clearly a bold and complex project, DtZ sought to demonstrate the value and impact of multi-stakeholder collaboration to end SEC. In doing so, the country and international programme teams identified best practices and built up a wealth of knowledge based on lessons learnt throughout the five years of implementation, across and within the pathways.

Commissioned in anticipation of the end of the programme and to inform future interventions and engagement, this report provides an overview of best practices and lessons learnt working with the private sector across all 10 countries and at international level. It is also informed by two key documents from the
Down to Zero Alliance:
1. **Down to Zero - Effective Ways to Engage the private Sector – Guidance for Civil Society Organisations Working on Child Protection** *(2019, Down to Zero Alliance)*
2. **ECPAT International - Effective Ways of Working with the Private Sector – Background Paper and Guidance for Civil Society Organisations** *(2019, ECPAT International)*

METHODOLOGY AND STRUCTURE

The findings in this report are the result of:
1. Analysis of country, regional and international reporting on private sector engagement throughout the duration of the programme;
2. Review of supporting documentation including the DtZ inception report, baseline study, Mid term review (MTR), End term evaluation (ETE), and the Guidance for Civil Society Organisations working on Child Protection on Effective Ways to Engage the Private Sector;
3. Additional data collection through written surveys and online meetings with individual organisations and country consortia;
4. Data collection via interviews and written surveys conducted by DtZ partners with targeted private sector partners.

The report is structured according to **core lessons informed by best practice** that emerged from the desk review and discussions with Alliance members and partners.

Down to Zero in Review

WHAT DID WE ALREADY KNOW?

The **baseline study for the DtZ programme** indicated that most international attention regarding the private sector was focused on the sexual exploitation of children in travel and tourism (SECTT). Attention to Sexual Exploitation of Children (SEC) was therefore limited to hospitality and entertainment industries and businesses directly related to them such as transportation companies. Most of the time, these industries were closely linked to tourism where the most prominent industry-driven initiative for responsible tourism is the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism (or The Code; **www.thecode.org**). The Code is a multistakeholder initiative hosted by ECPAT International. It was more common for upper market businesses to adopt the Code than smaller and/or informal sector businesses, some of which profited from SEC, or saw it as a part of the reality or their environment.[2]

From this baseline, the **mid-term review** reflected that private sector collaboration was new for most of the Alliance members and/or partner organisations, so many of the results were in the realms of: 1) awareness, training and sensitization of the tourism and transportations sectors to encourage behavioural change; 2) lobbying to develop national codes of conduct against SEC and to adopt The Code; and 3) conducting market assessments to identify alternative livelihood opportunities for children and young people. In travel and tourism, greater emphasis had been placed on accommodation providers but work was starting with the transportation sector. There was notable progress in companies entering into dialogue on the topic and implementing existing codes, but fewer examples of them developing a code of conduct, which was viewed more as a function of institutional changes within companies than as the result of market studies. Overall, there had been limited progress in companies offering employment opportunities to support the economic empowerment of young people. While this was a new activity within the programme and therefore unlikely to have yielded strong results immediately, there were more examples related to a code of conduct than economic empowerment.

WHAT WERE THE RESULTS?

The **end term evaluation** found that: 1) considerable progress has been made on international and local businesses, including the informal sector, actively engaging in the protection of children and young people against SEC; 2) some sectors and places were unresponsive, including the extractive industry in Colombia and the tourist sector in Boca Chica (Dominican Republic) and Pattaya (Thailand). However, other sectors and places saw continued cooperation with the programme, including awareness raising activities, small but nevertheless visible commitments such as through the display of "stop SEC" signs in tourist areas, and the creation of educational content for a wider audience, such as on online content regulation by Internet Service Providers (ISPs)s; 3) In 2019-2020, there was a marked increase in tourism industry companies that joined The Code and adopted national codes with support from the DtZ country and International programmes; 4) There were limited but clear indications of signed Memoranda of Understanding (MoUs) and Codes of Conduct (CoC) being implemented; and 5) despite limited progress in the economic empowerment of youth, there are good examples,[3] some of which are listed in the relevant section in this report.

Baseline 2016

Mid-term review 2018

Evaluation 2020

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[2] According to the International Labour Organisations (ILO), the "informal economy" refers to more than half of the global labour force and more than 90% of micro and small enterprises (MSEs) worldwide. In reality, the term is used to describe a large diversity of situations and phenomena, and the informal economy manifests itself in a variety of forms across and within economies. In contrast, the "formal sector" or "formal economy" refers to businesses that fall under labour legislation, are registered and pay taxes, among other factors. The *2002 ILC Resolution and Conclusions on Decent Work and Informal Economy* defines the informal economy as relating "to all economic activities by workers and economic units that are – in law or in practice – not covered or insufficiently covered by formal arrangements." In 2015, the *ILO Recommendation concerning the transition from the informal to the formal economy, 2015 (No.204)* clarified the exclusion of illicit activities, explained that the expression "economic units" means units that (a) employ hired labour; (b) individuals working on their own account, and (c) cooperatives and social and solidarity economy units. Cited from ILO website at **https://www.ilo.org/global/topics/dw4sd/themes/informal-economy/lang--en/index.htm** (accessed 14 December 2020).

[3] See End Term Evaluation pg. 19 for graphic of PS results.

Lessons Learnt and Best Practice Examples

The emergence and identification of best practices were clearly interlinked with the lessons learnt during the programme, and clearly confirm the value of existing guidance from the international Down to Zero Alliance partners on working with the private sector. Lessons are listed below with examples from across the two regions.

The private sector is complex and diverse, requiring a tailored approach by sector, organisation and environment

Data collection and research are crucial to build the evidence base for action

The formal and informal sectors are distinct but interlinked, with each representing both challenges and opportunities to address SEC

Associations and trade unions represent a key access point to engage the private sector

Private sector partners have wide-ranging knowledge, attitudes and motivations

Mentoring and accompaniment are a core part of collaboration

Creating employment opportunities plays a key role in sustaining efforts against SEC

Language and discourse play an important role in private sector engagement

Private sector partners need support to take ownership of the problem, but ownership is crucial

Multi-stakeholder and public-private partnerships take time to build but are the key to success

Legal and regulatory frameworks provide the essential foundation on which to act against SEC

What do we mean when we talk about the private sector?

The private sector can be defined as "*businesses and industries that are not owned or controlled by the government.*"[4] Seemingly obvious, the sheer diversity of the private sector was an important starting point and a crucial factor in the partners' engagement throughout the programme. So how did they navigate this diversity and choose their target sector and entry point?

Choice and added value of different sub-sectors

The target sub-sectors or industries were defined at the start of the programme- *tourism industry, ICT, transportation and extractives industries.* Choices across the countries were both practical – in the sense that there was existing commitment to build on- and aspirational – in the sense that some sectors and industries were continuing to avoid recognizing and taking responsibility for their role in facilitating or even profiting from SEC.

Indeed, the significant focus on work with the travel and tourism industry was the practical result of pre-existing commitments to The Code as well as other international and national laws and regulations, and a baseline of data from the Global Study on Sexual Exploitation of Children in Travel and Tourism[5] and national studies. This created a relative openness, at least from the formal sector. For example, In the Dominican Republic, DtZ partners chose to work with the travel and tourism industry in Barahona because as the local country representative for The Code, they realised the need to engage more with the sector, to work more closely in cooperation with communities, families and local authorities in tourist areas, and to build multi-stakeholder collaborations to ensure that new tourism destinations were integrating child protection from the start. In Indonesia, the travel and tourism industry was prioritized because it was relatively more open, showed the most promise of progress, and because hotels were most prone to being used for the sexual exploitation of children by tourists, and as a result of the programme the local sector is now aware of and campaigning against the problem. In India, the prevention of sexual exploitation of children in travel and tourism (SECTT) was identified as a business imperative needing a robust response mechanism for use by the tourism sector.

In locations where tourism is community-based, this also created an entry point to working with the informal sector and involving communities in prevention work. In Nicaragua, the female-only membership of the Mujeres al Poder association was a logical ally because the women had close daily contact with vulnerable children and their families, knew the social, gender and commercial dynamics of the community and the informal sector, and were sensitized to the challenges of child protection.

Four country-level teams chose to engage with the ICT Sector in recognition of the significant challenge of online and ICT-facilitated SEC in their countries, and because they realised that the same online platforms facilitating this type of exploitation were uniquely placed to help address it.

For example, the initial delivery and technical support from Google Indonesia for online child sexual exploitation and abuse prevention training enabled a successful pilot that the Government decided to take forward. In Thailand, the country alliance used the experience of the Thai Hotline in addressing online child exploitation and abuse to target global partners such as Google and Facebook, but also national actors such as the Thai Webmaster Association to build commitments to child safeguarding, and to help deliver training and other activities. In the Philippines, responding to the high prevalence of live streaming of child abuse particularly in Cebu, DtZ partners chose to work with the ICT sector to highlight the problem and harness their skills to help address it through a hackathon. And in Brazil, successful cooperation with Uber began with the realization that the transportation and the ICT sectors are both key facilitators of SEC, and that this joined up approach could demonstrate this problem and help develop a solution.

Indeed, despite having fewer examples, the transportation sector was found to be important both on its own

[4] https://dictionary.cambridge.org/dictionary/english/private-sector

[5] ECPAT International, 2016, available online at: https://www.ecpat.org/wp-content/uploads/2019/06/Offenders-on-the-move-Global-Study-on-the-Sexual-Exploitation-of-Children-in-Travel-and-Tourism.pdf

and as a sub-sector of travel and tourism. While this was true in many countries, examples include India, where partners identified the significant role of the local transportation industry in facilitating and responding to SEC, and Bolivia, where the Campaña Terminal Segura targeted transport companies as a group through their unions, alongside the tourism police and child advocacy centres, thereby building commitment and making SEC a visible issue for the sector.

The setor presenting the greatest challenges was the extractive industries, although the work of Fundacion Renacer in Colombia demonstrated that it is possible to engage this sector with patience and perseverance. They targeted the sub-sector based on prior research, analysis and baseline mapping on the dynamics of SEC specific to the target territory that identified links between SEC and mining company activity. Using this, they initiated dialogue with mining company Grupo Prodeco (Glencore) through partnerships with trusted organisations such as UNICEF, as well as government entities, foreign governments, UN, universities and others. This led to contact with the Chief Sustainability Officer, who became actively engaged in a multi-stakeholder process involving children, communities and the local authorities. This led to a signed agreement by Prodeco to address SEC through a comprehensive strategy, and proactive engagement with other companies in the sector to take action, including Drummond, CNR and Cerrejon.

DATA COLLECTION AND RESEARCH ARE CRUCIAL TO BUILD THE EVIDENCE BASE FOR ACTION

Taking this example from Colombia further, a clear lesson was the need for data to build the evidence base for working with the private sector, as well as the government, and this was true regardless of the sub-sector. In addition, it was important to research the sub-sector, company and/or association that was being targeted. Finding out what kind of company they are and what they stand for enabled partners to find the best entry point.

For example, partners in India conducted a baseline assessment of specific tourist hubs as a basis for dialogue with the private sector and to inform campaigns and workshops with NGOs. Partners in Thailand delivered a joint study on online CSEA with the Ministry of Justice, with a view to ensuring an evidence-based prevention strategy. And in Bolivia, a landscape mapping was a fundamental first step to identify the groups, people and organizations that could be affected by the proposal, in order to evaluate them as potential partners.

THE FORMAL AND INFORMAL SECTORS ARE DISTINCT BUT INTERLINKED, WITH EACH REPRESENTING BOTH CHALLENGES AND OPPORTUNITIES TO ADDRESS SEC

Just as there was diversity between sub-sectors, there was diversity within each sub-sector and differences between the formal and informal sectors of the economy. DtZ partners learnt to adapt their approach while still engaging both.[6]

Indeed, in India, partners adopted a broad approach that reached both the formal and informal sector, because they realized there was a role for everyone from 5 star hotels to taxi drivers and tourist guides. They learnt to build consensus among all tourism service providers, be it formal/informal, organised/unorganised on the need to address child protection issues as part of their operations. In Peru, mapping formal and informal sector

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[6] According to the International Labour Organisations (ILO), the "informal economy" refers to more than half of the global labour force and more than 90% of micro and small enterprises (MSEs) worldwide. In reality, the term is used to describe a large diversity of situations and phenomena, and the informal economy manifests itself in a variety of forms across and within economies. In contrast, the "formal sector" or "formal economy" refers to businesses that fall under labour legislation, are registered and pay taxes, among other factors. The *2002 ILC Resolution and Conclusions on Decent Work and Informal Economy* defines the informal economy as relating "to all economic activities by workers and economic units that are – in law or in practice – not covered or insufficiently covered by formal arrangements." In 2015, the *ILO Recommendation concerning the transition from the informal to the formal economy, 2015 (No.204)* clarified the exclusion of illicit activities, explained that the expression "economic units" means units that (a) employ hired labour; (b) individuals working on their own account, and (c) cooperatives and social and solidarity economy units. Cited from ILO website at **https://www.ilo.org/global/topics/dw4sd/themes/informal-economy/lang--en/index.htm** (accessed 14 December 2020).

actors led to the identification of a different strategy for each. They advised the informal sector to develop an ethical framework to prevent SEC, and informed the formal sector about the legal framework and the potential consequences of non-compliance with the law. In Brazil, the informal sector was observed to be more agile and engaged in the programme than formal sector businesses, but the formal sector was more likely to invest funds to support activities such as campaigns, support in the development of training, seminars, dissemination of project actions. Clearly, both had a role, and both needed support and encouragement to continue with their engagement.

Reflecting on the differences between 'formal' and 'informal' in this way, Equations in India recommends that for multi-nationals and chains, it is important that the corporate office, which is often in another country, makes it mandatory that whoever uses their brand name should have a child protection policy integrated into their operational policies. This is to ensure greater accountability of these chains on the one hand, and on the other to ensure that their operations are prevented from being (mis)-used for child exploitation. For the informal sector, it is important to ensure that they understand the unique role they can play to prevent exploitation of children and that the role is not outside of but part of their regular operations. For example, guides can talk about zero tolerance toward exploitation of children as part the orientation talk before a tour starts. This lesson was also learnt by FMK in Bolivia, where local indigenous tour guides in Tiahuanacu showed a particularly strong commitment to tackling SEC through their daily work with tourists.

It was more complicated for informal sector actors to become members of The Code, but there was a lot they could do to implement its six criteria, including voluntourism policy.
 Indeed, ECPAT International points out that while most Code members are traditional, formal sector tourism companies (hotels, airlines, tour operators), the flexible implementation model allows for a wide range of companies to become members and implement child protection measures. While informal businesses may not have written contracts, for example, they can still train their staff and inform their customers of the importance of child protection.

So informal businesses may not have written contracts, for example, but they can still train their staff and inform their customers of the importance of child protection. In addition, more traditional Code members can engage the informal sector as part of the local business network. In the Dominican Republic, for example, although this is true in many locations, the informal sector depends to a large extent on the formal sector (tourists in high end hotels visit local businesses). This means that ethical policies to prevent SEC in the formal sector have a strong influence on the entire supply chain.

Code members can help to educate other businesses and local communities about the risks of exploitation, the warning signs to look for, and the appropriate response in cases where a child is at risk. This expands the safety net for children beyond the boundaries of The Code's member company into the wider community.

In Colombia, for example, the key difference is that the formal sector is regulated by law, whereas the informal sector is not regulated in the same way but is an essential source of strategic informants about what is happening on the ground and a network of potential protection actors. In Nicaragua, formal sector companies that have signed the Code are committed to action with the State and the Nicaraguan Institute of Tourism (INTUR). However, the informal sector, by virtue of being community based and with existing community leaders, tend to be more involved on the ground and closer to where the crimes are happening, bring essential knowledge to shape prevention strategies, and are more agile and efficient in achieving outcomes.

The informal sector can be harder to identify and work with as a group
Partners in Indonesia found that the relative ease of working with formal or informal sector businesses was influenced by the location. For example, in a big city the informal sector could be helpful but it is very large and diverse, and victims are located in many different areas, making it difficult to focus on one area of a large city in a way that can be easier in smaller locations. This makes it relatively easier to work with the formal sector, which is also more organized and has better structures to engage with policies and processes, but they can also be very hierarchical and non-agile, and not every contact is willing to advocate with their management on the issue.

In addition, where structures are in place for formal sector business, such as through the Indonesian Hotel and Restaurant Association, which has a Code of Conduct for Hotels in cooperation with the police, only 9,000 out of 16,000 are members of the Association. The remaining 7,000 are smaller and cheaper establishments that are more likely to be facilitating SEC, which is also facilitated by the hospitality sector including bars and clubs. Similarly, in India, the Ministry of Tourism (MoT) adopted the 'Code of Conduct for Safe and Honourable Tourism' in 2010 and initiated the Sustainable Tourism Criteria of India, but this only applies to a small section of the formal tourism industry.

Some businesses actively profit from SEC

Some DtZ partners found that the informal sector could be more likely to facilitate SEC – this was not always driven by financial benefit, but also by the fact that as smaller businesses they were less able to implement sustainability programmes and adhere to codes of conduct in the way that large businesses could - but was also the sector with the greatest potential to prevent it due to their presence and knowledge of local communities. In Peru, for example, while formal sector businesses were registered and regulated, informal sector businesses such as private accommodations would actively profit from SEC. To respond to this, CHS cooperated with the government on inspections of these venues, which provided an opportunity to inform them about SEC and organize training.

ASSOCIATIONS AND TRADE UNIONS REPRESENT A KEY ACCESS POINT TO ENGAGE THE PRIVATE SECTOR

Whether working with the formal or informal sector or both, experience across both regions demonstrated the value of working with the private sector through industry associations, cooperatives and trade unions. Partners reported on the added value of engaging tourism guilds or tourism associations because they can initiate a chain effect with all their associates.

For example, across Latin America, agreements with collective bodies were key to overcoming reluctance to address the issue, mainstreaming codes of conduct, and connecting with communities with a crucial role to play on the ground. In Colombia, it was crucial to involve the Municipality and the National Tourism Association (COTELCO) in their partnership to broaden ownership of the strategy and encourage other companies to cooperate in building a protective environment for children in La Candelaria, Bogota. In

Bolivia, the experience of Campaña Terminal Segura was that by working with over 34 transport companies as a group and within a multi-sectoral partnership, each one felt more committed and in control. The trade union could also facilitate an extraordinary meeting as a starting point. In the Dominican Republic, partners created a successful partnership with the Clúster Turístico de Barahona, which created an optimal point of entry to engage individual companies.

In Nicaragua, working with community-based fishing cooperatives proved instrumental to creating local protection committees that could identify risks and create safer communities against SEC. Tesis achieved impact by working with companies who had taken no action against SEC prior to their engagement. However, they realised the need to engage people who were interacting daily with children, and this led to cooperation with the cooperative sector led by Ministerio de la economía Familiar Comunitaria y Asociativa de Nicaragua (MEFFCA), and the successful work with the male-only cooperatives of 2 de septiembre and Coopasma. Then in Masachapa, by signing a code of ethics against SEC, they managed to work with the woman-only collective Mujeres al Poder. This strengthened the community-based multisectoral group dedicated to prevention of sexual violence against children. These women were also more organized than the male collectives – they signed and implemented a code of ethics, engaged with planning and meetings, became active community watch groups, cascaded knowledge, ensured compliance and were key informants about risk factors in the community.

In India, early sensitisation work resulted in DtZ being approached by tourism associations in Medinipur, Murshidabad and Siliguri with a request to develop communications and education materials to raise awareness about SEC, and working with associations or federations was identified as important moving forward to ensure greater engagement of private sector. In Indonesia, the Asian Travel Association supported a play about predator awareness at a gala dinner for the Indonesian Tourism Development Corporation, and in Thailand, the Thai Webmaster Association cooperated with ISP DTAC and Facebook Thailand on training and digital citizenship initiatives.

PRIVATE SECTOR PARTNERS HAVE WIDE-RANGING KNOWLEDGE, ATTITUDES AND MOTIVATIONS

Across the board, a key lesson was to avoid assumptions about knowledge and attitude. In many countries, partners learned that companies are willing to help when asked, but they simply have no idea why the issue is relevant to them or can benefit them in terms of reputation, are not aware of their role in protecting children, and in some settings may not recognize children as subjects with rights.

The motivations of private sector companies and their employees were wide-ranging and included legal compliance, brand image and reputation, public and community pressure, media exposure, existing ethical and social commitments, and personal commitment and experiences. Despite the important role of legal frameworks, company policies and The Code and national codes of conduct, many individuals and companies were motivated by the issue of SEC itself. Motivation could also evolve throughout the process, for example starting with adoption of The Code and evolving into a genuine commitment to multi-stakeholder collaboration. And motivations varied between sectors. For example, the tourism sector could be motivated by brand reputation and celebrity or public attention to the issue, as well as by legal compliance, The Code and other codes of conduct, and the opportunity to share their experience within the sector. And finally, motivation could vary according to the size and position of the company. For example, in India, the legal framework and global policy of the company served as a motivation and a challenge- multi-nationals with existing policies were easier to work with, but those without were reluctant to develop a policy.

Motivation, interests and difficulties of private sector staff attending training
Clearly, businesses are made up of and represented by their employees, whose own personal experiences, views, environments and challenges will influence their willingness and capacity to engage with efforts to address SEC. Through the extensive training and awareness raising work by all DtZ partners, they gained important insight into motivation and obstacles.

Obstacles to engagement were not insignificant. As individuals, community members and employees, participants were inevitably influence by a wide range of factors and inhibitors such as: social norms around gender, sexuality, violence; the normalization of violence against children in the form of child marriage and early unions between adult males and adolescents; the role of children and adolescents in communities; the lack of regulation and enforcement; failure to locally implement existing global child protection policies; local organized crime organisations such as drug trafficking; socio-economic and political factors; and a general lack of awareness of SEC.

Confronted with these challenges, DtZ training courses for private sector employees that began as an obligation for participants often enabled them to see and reflect for the first time on the social norms that influence their own lives, attitudes, behaviour and role in the community. Confronted with issues such as the use of violence in parenting, gender-based discrimination and sexual violence, women and men, perhaps more slowly and reticently but ultimately with success, were helped to reflect upon these practices in general, and in particular the way they impacted upon children in their communities. In a similar way, a workshop that started from a basis of company prestige or compliance ended up with participants feeling motivated by the opportunity to do something new, to work together to achieve change and protect children, and to share learning with other communities and actors. The structure of a training or information-sharing session also enabled employees of tourism venues such as hotels, resorts, spas, restaurants, and bars to connect the exploitation of children they say in their daily lives and environments with the pertinent laws, the definition of a child and the concept of child rights. This empowered them to overcome their fear of involvement or of reporting incidents.

MENTORING AND ACCOMPANIMENT ARE A CORE PART OF COLLABORATION

Even when aware of the added value of engaging on the issue of SEC, private sector partners needed ongoing support, mentoring and accompaniment.

In the Philippines, once the Private Sector was aware of their role, they were willing to partner beyond protection but also provide economic opportunities to the victims and families or any other kind of support. In Brazil, partners helped their private sector partner to understand that involvement in the fight against SEC was not 'extra' work but a fundamental part of their business operations, and that their commitment was not limited to training but must also extend to concrete actions. In India, it was necessary to highlight that child protection is a business imperative and not just a social cause, but also to let their private sector partners work at their own pace, facilitating discussions so that their stakeholder could take decisions rather than have them imposed. Sanlaap in India invested time in meetings, workshops and campaigns that empowered local hotels

to promote a zero tolerance policy within the tourist areas. In Indonesia, workshops were used to shape child protection policies linked to corporate KPIs.

CREATING EMPLOYMENT OPPORTUNITIES PLAYS A KEY ROLE IN SUSTAINING EFFORTS AGAINST SEC

Although there was less progress than desired in relation to economic empowerment and the creation of employment opportunities by the private sector, the activities that did take place, more commonly reported in Latin America than Asia, were a further lesson in what can be achieved when a company understands its role.

In Nicaragua, Montelimar Engineering provides annual scholarships for formal and technical training to underprivileged children and adolescents, funds school kits for children and in some rural communities pays for the salaries of teachers. In Bolivia, the Rennova Hotel created three vocational training places. In the Philippines, the Donatela Resort (formerly Tarsier Paprika resort) provides employment to survivors from the Bohol Crisis Intervention Center (BCIC). This was initiated by the previous owner (Tarsier Paprika resort), who stipulated when they sold the resort that had to retain the staff and continue to prioritize hiring survivors from BCIC. The current Marketing Head of Donatela Resort is a survivor from BCIC. In Brazil, the company Grou Turism has run the First Job and Young Apprentice program that offers job opportunities for vulnerable young people.

It is important to note that there are challenges for companies in providing employment opportunities to survivors of sexual exploitation. For example, they can experience issues with behaviour, with trust, commitment and even workplace structures, making this activity particularly challenging. To build a close relationship where these issues could be addressed collaboratively, DtZ partners learnt the value of really researching and getting to know their private sector target and of starting a conversation with a view to cooperation, and of approaching them with an open mind and plenty of patience.

LANGUAGE AND DISCOURSE PLAY AN IMPORTANT ROLE IN PRIVATE SECTOR ENGAGEMENT

An important experience and lesson for partners in both regions was about the use of language and terminology to engage the private sector on the sensitive topic of SEC.

For example, a common mistake was the use of language that people unfamiliar with the reality of child exploitation either did not understand or found too confrontational. It was important to use accessible language, identify common ground, build a discourse to address denial of the problem, and overcome resistance.

This meant speaking in terms of child rights or child protection rather than sexual exploitation, at least at the start while the issue was new. In many places including India and Indonesia, cultural taboos made it especially important to use this type of language in the early stage of contact. And even when addressing the issue directly, it was helpful to use language that framed the problem in a way that linked it to the target industry. For example, talking about the use of children for sexual activity by tourists and travellers helped to highlight the link of the company to the problem.

In addition to framing the issue itself, it was important to talk to businesses using terminology they could associate with. For example, talking about the business sense and competitive advantage of responsible and safe tourism, or the cost-benefit of working with the community, or of prevention as a good business measure. In Brazil, they learnt to present the image of a sector free of sexual exploitation but frame it as an matter or economics, in that companies have a responsibility to prevent SEC to ensure sustainable economic development, and in Bolivia, partners learnt to adapt their language to the type of activity the company was engaged in, and to recognize that they are profit-making entities and were used to terminology such as safety, quality of service and safe and responsible tourism. Adapting to local language and terminology was also literal in the case of Bolivia, where work with indigenous communities was carried out according to local languages and customs.

Clearly, the framework or concept of sustainability was essential. In Colombia, this was structurally embedded in the strategy to build a comprehensive safety strategy involving various sectors in La Candelaria (institutional, business, complementary, community, educational, youth and media) and generating space for dialogue and the development of joint programs and action plans. Renacer addressed risks as opportunities and helped embed action against SEC within formal (certification) processes. In other words, the tourist predominance at the town of La Candelaria was seen as a weakness, but also an opportunity within the framework of the certification process as a sustainable tourism area. In Peru, cooperation with Melia hotels International was built around a narrative of children's rights and sustainable and responsible tourism. This referenced the benefits to the company- good for brand image, setting standards in the sector, being valued by consumers/customers, gaining recognition as a responsible company, reducing the risk of criminal or administrative problems - as well as commitments to the national and local legal frameworks. In the Dominican Republic, a narrative of sustainable, safe and responsible tourism helped overcome concerns about reputation and revenue.

It was crucial to meet private companies at their comfort point and enable them to engage according to their circumstances and expertise
In the Philippines, IT companies were approached and engaged according to their expertise - the Pitchfest hackathon in June 2019 in Cebu City Philippines enabled sensitization to the problem and also led to development of tools to fight online child sexual exploitation (OCSE). A lesson was that companies were not unwilling but just unaware of what they could do to address OCSE, and that there was added value in turning them into advocates on their platforms. In India, after discovering that many companies saw their role in SEC prevention from a charitable angle due to CSR policies, they framed early conversations around more traditional forms of working such as child protection and shelter services, only later explaining the dimension of SEC and the importance of adopting a rights-based approach. Also in India, tourism service providers in a heritage tourism town wanted to take action against SEC as a business issue, but they wanted to avoid being too public about it. Once work began and the companies started to take ownership of the problem, they began to share their experiences with other industry partners and the government.

At the same time, another important lesson was not to confuse "charity" with accountability and action. If CSOs are seeking accountability from the private sector, they need to assess the situation before asking for funding for just any programme. They should try to be more strategic and to identify areas of support that demonstrate the company's accountability to the issues, such as workplace skill development. They can also use the company's own policy and vision statement as a basis to align child protection targets with existing KPIs.

PRIVATE SECTOR PARTNERS NEED SUPPORT TO TAKE OWNERSHIP OF THE PROBLEM, BUT OWNERSHIP IS CRUCIAL

Once companies understand how the issue relates to them and have found a relatable way to address it, it is important that they develop a sense of ownership of the problem and solution.
Owning, sharing and cascading experience is a fundamental component of sustainability.

In the Dominican Republic, partners empowered the tourism cluster in Barahona to work in cooperation with the Complejo Turístico Hotel Perla del Sur to create a sustainable plan within which the cluster could cascade knowledge to other companies in the sector, and amplify messages and actions to prevent SEC. In Colombia, a phased and inclusive approach began with raising awareness in government, industry and communities, then facilitating dialogue to develop a shared action plan and strategy that was owned equally by all stakeholders. In Brazil, partners created ownership by facilitating a training and sensitisation course for Uber drivers on SEC so they would understand the problem, know how to report it, have emergency reporting lines for violence against children (VAC), violence against women (VAW) and imminent danger, and perhaps most importantly could understand their role in facilitating SEC. After three months of testing, Uber expanded the course to the whole country, reaching 600,000 drivers. Uber needed to be in control of this rollout, but for the DtZ partners, this ownership was essentially because it transformed facilitators into protectors of children from sexual exploitation. Several partners had similar experiences working with hotels and other businesses in the travel and tourism sector. Once a hotel was engaged, it often led to a cascade effect where they trained and supported each other on the issues, thus building sustainability.

Personal relationships also played a role in engaging companies and creating ownership. Starting with a personal, informal approach to owners, general managers, and key decision makers, partners then provided straightforward information about SEC, its relationship to the business, and the potential of a win-win solution. The emphasis was on building trust and laying the foundations for a strategy built on shared values.

MULTI-STAKEHOLDER AND PUBLIC-PRIVATE PARTNERSHIPS TAKE TIME TO BUILD BUT ARE THE KEY TO SUCCESS

The essential nature of multi-stakeholder cooperation to address SEC is well documented and this principal sits at the core of the DtZ programme. However, it is not always easy to achieve, and requires sustained effort and commitment by all sides. The experience of DtZ partners demonstrated this, and offers insight into the challenges and opportunities. Even in countries with existing legislation and/or codes of conduct against SEC, compliance and enforcement are common challenges. This creates a need for regulation and/or the creation of sustainable public-private partnerships as part of broader multi-stakeholder engagement to address the challenges from multiple angles and on multiple levels. Four best practice examples include:

In Colombia, involving the Municipality and the National Tourism Association (COTELCO) was crucial. Renacer built commitment by identifying the local SEC dynamics, prioritizing and developing preventive actions by each sector, working collaboratively to design and communication and mobilization strategy, and address training needs of partners. This led to a sense of common cause in the protection of children, and turned implementation of 'The Code' into a joint purpose. A key lesson was to integrate SEC prevention into the certification process of La Candelaria as a sustainable tourism area. This was taken up by the mayor, which gave positive visibility to the sustainability policy and code of ethics, and enabled the private sector to feel ownership and see how this was good for business. This in turn allowed Renacer to focus on monitoring progress and holding companies

accountable to their commitments. This made the processes auditable and generated constant reinforcement and feedback loops. Inspection visits are now carried out at all the private sector actors involved.

In Indonesia in 2019, ECPAT Indonesia and the national Alliance organized an advocacy forum for the private sector and community, based on the guidelines on collaborating with the Private Sector. They learnt that in order to develop a sustainable approach, they needed to involve all actors including government, private sector and communities, and develop a strategy for handover to the government according to the strategic priorities of the relevant ministry. This was demonstrated by the multi-stakeholder collaboration between government (Ministry of Women Empowerment & Child Protection/MoWECP), the private sector (Google Indonesia), and ECPAT Indonesia on OCSE prevention training in 2018. After the initial trial, the government took on leadership of the programme and allocated budget to scale up the program from four pilot programme areas to 64 districts, turning ECPAT and Google into technical advisors.

In Iquitos, Peru a 3-phased process was used to bring key hotels and trade unions on board. Through 1) sensitization and capacity building, 2) network building and engagement of other actors through the Movimiento Vuela Libre[7], and 3) consolidation of multi-sectoral leadership and links to community and youth groups, the movement began to expand to a wider area and groups, and led to the creation of a regional Movimiento Vuela Libre committee. The combination of formal and informal processes and public private partnerships and multistakeholder action created a self-sustaining movement dedicated to SEC prevention. A key success factor was the involvement of the authorities, who could provide training in the application of the law on conditions for the entry of minors into lodging establishments. Using this multi-stakeholder approach, the private sector began to work with both CSOs and the government, creating a direct relationship between all three actors that could be activated immediately when a case of child abuse was detected by one of the parties.

In India, a multi-tier, multi-stakeholder approach proved effective in working in a heritage tourism destination in Madhya Pradesh, India. After their local partner highlighted the immediate need to address SEC, Equations facilitated a joint study in collaboration with CSOs and tourism service providers such as three-wheeler drivers, hoteliers, guides and local transporters to identify and highlight the problem of SEC and the role of the travel industry in preventing it. After four years working across sectors (Children, Communities, Government and the Private sector, Travel and Tourism service providers (Hoteliers and Travel agencies) as well as IT and telecommunications companies have adopted a child protection policy and are demonstrating zero tolerance to SEC by implementing the policy and training their employees along with the entire supply chain. A local level multi-stakeholder mechanism has been established between the local administration, CSOs, representatives of varied tourism service providers, police, the department of tourism, youth and community representatives, local transport associations and street vendor associations.

LEGAL AND REGULATORY FRAMEWORKS PROVIDE THE ESSENTIAL FOUNDATION ON WHICH TO ACT AGAINST SEC

Motivation and a sense of ownership are crucial, but may not be sufficient. Partners highlighted the importance of invoking responsibility according to local, national and international laws.

The DtZ guidance document points out that it is helpful to target the Corporate Social Responsibility department of companies, because they are the most likely to be aware of the national and international legal frameworks that establish private sector responsibility to prevent SEC. Where there is no national legal framework, it is possible to invoke international policy frameworks such as the World Tourism Organization's Ethical Code, the Guiding Principles for Business and Human Rights, and the Sustainable Tourism Framework, or the SDGs.

It was clear that many companies saw their role in addressing SEC as a favour or a moral response to a social cause, rather than as an issue of compliance with the national laws. This needed to be understood in order to establish accountability mechanisms within private sector operations. During the programme implementation, partners used ECPAT International studies on the sexual exploitation of children in travel and tourism (SECTT) in different ways, and ECPAT International was engaged in lobbying at international level for adoption of The Code

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and child protection standards, beyond The Code. Partners commented that it was important to refer to key international conventions and frameworks such as the Convention on the Rights of the Child, Child Rights and Business Principles, the Guiding Principles on Business and Human Rights, and the Agenda 2030 Sustainable Development Goals.

In Nicaragua, national and international legal frameworks were used for training, reinforcement of responsibility (i.e. if company was signatory) and as reference materials for development of ethical standards – ILO Convention on worst forms of child labour, CRC OPSC, Stockholm World Congress (1996) against SEC, and The Code. In Bolivia, use of national and international legal frameworks was fundamental during workshops and engagement with the private sector. International frameworks include the World Tourism Organisation code of ethics, the CRC, the Palermo Protocol and The Code. In the Dominican Republic, partners made frequent use of national and international legal frameworks together, given that the national framework is informed by the commitments under the CRC. In Colombia, use of national and international legal frameworks was fundamental in efforts to influence decisions by the tourism sector, but it was equally important to highlight the reputational and economic risk to companies that did not take action against SEC and other forms of criminality. In Peru, use of international legal frameworks was more impactful when working with the large international hotel chains, but the national frameworks were used with all actors because these implied legal obligations at national level and enforced in every region. When working with the river transport sector, they used the regional legal code (Loreto) because this was more likely to result in fines for the companies. In Brazil, international frameworks helped to emphasize existing actions and commitments, while national frameworks such as The Code (an achievement of the DtZ Alliance in Brazil) were used to ensure the work was clearly linked to local and national commitments.

Some partners found that addressing the issues at the global level gave them more leverage when advocating with governments and other stakeholders. This approach was used in Thailand, where partners presented online child sexual exploitation as a global issue recognized by ISPs in other countries as a way to build collaboration with national ISPs. In Indonesia, ECPAT used the UNWTO framework to gain trust, showing the urgency and a route towards sustainable tourism. They used the fact that the elimination of SEC has also become a concern globally as well as being stated in national regulations. YEP used national legal guidelines for the private sector regarding child safety.

Regulation and certification were important both as carrot and stick.
In the Philippines, dialogue and consultation with both the government and the tourism industry at the same time were important. For example, the passage of a municipal ordinance on the Island of Bohol meant regulation of all hotels and resorts, requiring them to report cases of child sexual exploitation within their premises including staff that witness suspicious acts. The implementation of the Tourism Child Protection Ordinance in the Municipality of Panglao in 2016 was the result of networking and lobbying for adoption of The Code in the Province of Bohol. By 2019, this had led to 1,174 tourism workers in 289 establishments in Panglao joining child protection seminars. Similar ordinances were passed in the City of Tagbilaran Malay town and in San Juan, Siquijor, and the Department of Tourism has acknowledged the ordinance and integrated it to their capacity development for frontline tourism providers and stakeholders at the national level.

In Lombok, Indonesia, partners found that a combination of regulation, support and enforcement were needed. Information dissemination and raising awareness were not sufficient. Rather, they needed to involve the Ministry of Tourism and Culture in approaching the private sectors to enforce the regulation. They learnt that active involvement of the government automatically led to a positive response from the private sector since their ability to operate was dependent on licenses from the government.

In Thailand, the Thai hotline used existing laws to push for concrete action. They conducted awareness and advocacy with the government, including for officials and social workers to complete a certification in online child sexual exploitation under the Child Protection Act. Training is now a prerequisite to extend the licences of officials. Government support enhanced the CSO's position towards the private sector.
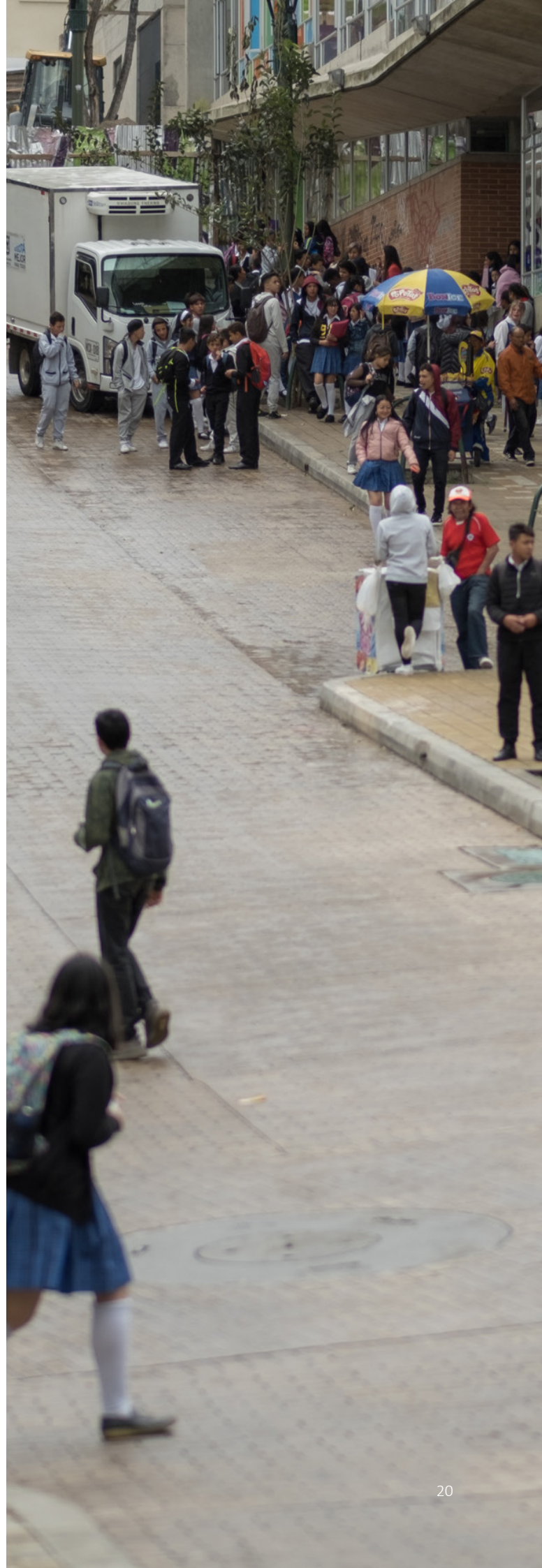
Reflections of DtZ stakeholders on private sector engagement

What did public sector workers think of private sector efforts?

To understand assumptions made about private sector motivation to engage on SEC, it was important to understand how other stakeholders, particularly the government and communities perceived the role and responsibility of the private sector towards children.

Government sector attitudes were quite diverse, and the authorities in all countries realised the important role of the private sector in addressing SEC. In the Dominican Republic, the government was surprised out of apathy when the private sector showed such commitment and enthusiasm to address SEC. This led to positive outcomes such as the Universidad Autónoma de Santo Domingo in Barahona providing training to teachers and students of tourism on child protection. In Colombia, a strong regulatory environment meant that the government was clear in its role and responsibility to apply norms and policies, which shaped its attitude towards the private sector. At the same time, the culture of regulation and compliance developed alongside a culture of co-responsibility that was achieved through sustained multi-sectoral cooperation. In Nicaragua, the government saw the role of the private sector as one of moral and social responsibility towards communities. In Bolivia, the government's approach was to establish a national code of ethical conduct that was intended to become mandatory and to be regulated by the government, although political crisis delayed this plan.[8] In Brazil, technical agreements with accountability mechanisms were important for the government, to ensure private companies met their obligations.

What did communities think?

The attitude of communities was multi-faceted. Overall, communities clearly understood the role and responsibility of the private sector. For example, the travel and tourism sector provides accommodation that can be misused by offenders to sexually abuse children, the transportation sector in facilitating the movement of victims and perpetrators of SEC, the extractive industries in populating areas with predominantly male employees who frequent local, often informal sector businesses where SEC can take place, the ICT sector facilitating the spread of child sexual abuse material (CSAM), and the financial sector in enabling finacial transactions related to SEC. As a result, there is also a significant opportunity for each sector to be part of the solution.

In the Dominican Republic and Colombia, an important lesson was that working across sectors creates greater collaboration within communities to address SEC. This is because working with the private sector essentially meant working with communities because they make up the workforce in the formal sector businesses and are the owners of local businesses, making them key in creating protective environments for children and young people. In Nicaragua, communities recognize the negative impact on children of businesses in their area, whether from contaminated water or from male employees or from child labour, and know that the private sector is directly and indirectly undermining the rights of children. In Peru, the community is well aware of the complicity of the informal sector in SEC and directly blames the lack of formalization and regulation on its persistence. Where it was possible to bring communities and the private sector together, communities welcomed the corporate social responsibility and initiative of the private sector, and in the final year of the programme this was even more pronounced. In Indonesia, local communities acknowledged the importance of the private sector role in ending SEC and saw private companies as 'enablers' of SEC as well as key actors in preventing it. In India, local communities welcomed private sector engagement. This is helped by the fact that the local travel industry is often run by people from the same communities, so accountability for preventing SEC was seen as strengthening local tourism and enhancing the image of the place. In Brazil, local communities clearly understood the role of the tourism sector, and they began to mobilize companies to act collectively, either through local commissions, forums and local associations in Praia do Forte-Bahia.

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[8] Unfortunately, political unrest led to a delay in this proposal.

What did private sector partners themselves think?

Interviews with eight private sector partners in Brazil, Nicaragua, Peru, Bolivia, the Dominican Republic and Indonesia confirm and reinforce many of the lessons learnt by the DtZ partners.[9] These include lessons about:

o **The importance of sensitizing companies and cooperatives to the issues from a legal, social and child rights perspective**
In Indonesia, key lessons included the scale of sexual exploitation of children in the world of tourism, and the value of advocacy, outreach and campaigns. In Gran Chaco – Yacuiba in Bolivia, the training provided through DtZ transformed the way that local accommodation workers understood and responded to signs of SEC in their establishments; they went from not knowing what to do, to feeling empowered to act. In Brazil, the President of the Commerce and Tourism Association of Praia do Forte described cooperation with DtZ as a fundamental, watershed moment for the entire region because it made the private sector face the reality of SEC happening within their midst.

o **The challenge of wanting to take action against SEC but not knowing how or where to start**
For Hotel Europa in Peru, a crucial lesson was finding out about organizations like CHS that they could trust to act on SEC reports and really listen to the victims.

o **The value of individual commitment driving commitment as a company and sector**
For Hotel Europa in Peru, leadership from the Director on the issue was important.

o **Recognizing the role of the private sector in facilitating and responding to SEC**
For Mujeres al Poder in Nicaragua, they learnt how to act and speak out and report the SEC happening before their eyes, not only from tourists but also from members of their own community, and that not doing anything made them complicit in the problem. In Brazil, a key takeaway from cooperation with DtZ was the fact that the government is not solely responsible for child protection and that the private sector must take responsibility.

o **Understanding the importance of multi-sectoral cooperation**
Mujeres al Poder spoke about better enforcement, but also about bringing bar owners, churches, schools and others into multi-sectoral groups to build collective action. In Brazil, the private sector partner pointed out the need to reach Neighborhood Associations, Trade Associations, Municipal Security Councils, Tourism Councils, Municipal and State Secretariats of Tourism, as well as mayors and the City Councils and State Assemblies.

o **The importance of the legal and regulatory framework and of enforcement against SEC**
When asked what needed to happen to get more cooperation from the private sector, almost all of the interviewees called for harsher penalties and better enforcement of laws and regulations.

o **Gender plays an important role in both action and inaction**
DtZ partners in Dominican Republic, Peru and Nicaragua all spoke about the need to address patriarchal gender norms, sexual violence and customs such as child marriage, although this challenge is not confined to Latin America. While the community of women was a clear driving force in some places, the social norms that held men back from engaging with the issues led to reactions ranging from worry, rejection, blame and doubt to applause, acceptance, and calls for change. At the same time, empowerment of men is crucial – in Bolivia, local tour guides in Tiahuanacu showed a particularly strong commitment to tackling SEC, once they understood their role in preventing human trafficking and SEC as frontline providers in direct contact with tourists on a daily basis. In Brazil, DtZ partners pointed out that the participation of women was more active than that of men, which reflects gender inequalities in the labor market but also

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[9] These include: 1. **Nicaragua**: Sra Maria Obando Martinez, President of the Cooperative mujeres al poder (Women in Control), interviewed in the Municipality of San Rafael del Sur, Masachapa, Nicaragua; 2. **Peru**: 1) Isabel Quiñones, Asociación Femenina de Ejecutas de Turismo Perú (AFEET); 2) Guillermo Infante, Hotel Europa; 3. **Dominican Republic**: Representative from the Tourism Cluster of Barahona; and 4. **Indonesia**: Private sector partner of Embun Pelangi Foundation, Indonesia; 5. **Bolivia**: 1) Ing. Roxana García, President of the Cámara Hotelera Municipio Gran Chaco – Yacuiba; 2) Dirección de Turismo del Municipio de Tiahuanacu y Asociación de guías de Turismo Franz Choque – Rodrigo Condori; 6. **Brazil**: Vítor Hugo Knack, President of TURISFORTE- Associação Comercial e Turística da Praia do Forte / BA.

negatively reinforced the idea that protecting children and adolescents is the role of women. Effort was put into engaging men, and even if the results were not extenstiec there was success.

When asked about the impact of working with the DtZ Alliance, private sector partners spoke about the learning, structural support and guidance they received to transform commitment into action, and about the impact of just knowing there were organisations committed to ending SEC, which in each case strengthened their resolve to act. In the indigenous community of Tiahuanacu in Bolivia, DtZ helped change the way tourism is handled in the municipality, including by bringing together all sectors, particularly local indigenous tour guides and the authorities to prevent trafficking and SEC

Asked about motivation, the partners overwhelmingly spoke about standing up for children, protecting them from violence, and creating a (tourism) sector and society free from child exploitation. In Latin America in particular, there was a strong focus on gender and the motivation of women to stand up against sexual violence, gender discrimination and child exploitation in society. For the women of Mujeres al Poder in Nicaragua, cooperation with DtZ helped empower them as women to voice their own experiences of violence and abuse and take up an active role in protecting children. For the women of AFEET in Peru, being women and mothers was a powerful motivator, and for Guillermo Infante from Hotel Europa in Peru, his own commitment and the commitment of his female Director was a key motivator. For the Tourism Board of the Municipality and the Tourist Guide Association of Tiahuanacu, Bolivia, motivation came from being the first municipality to pay attention to the problem of SEC and seeing their role in motivating others to take action. In Brazil, the motivation was expanding the protection network for children and adolescents in the community.

Spotlight on the role of the International Partners

The International DtZ Alliance Members have played a key role throughout the programme, contributing to learning, delivering best practice, and providing structure and visibility for the work of partners on the ground. ECPAT International, as noted in the End Term Evaluation (ETE), has played a particularly central role in supporting progress at country and global level since taking on ownership of the private sector pathway at international level in January 2019. Key examples relate to:

Policy and Strategic Guidance
o   In 2017, Terre des Hommes Netherlands led by example by producing an organisation-wide policy to guide its decisions about private sector engagement and provide a general framework for all activities with the private sector, in line with its mission.
o   The Tourism and Hospitality (T&H) Strategy developed by Plan International Netherlands, which contributed towards the prevention of SEC by working with the T&H international supply chain. This Strategy was developed and implemented through the DtZ programme and led to a co-creation workshop in Indonesia with the participation of the government, T&H businesses and branch associations, as well as youth and CSOs

Research
o   Producing the *Global Study on SECTT* (2016), which has been translated into Bahasa, Thai, and Spanish in 2018-2019 and provides an essential reference point and practical recommendations to initiate discussions with the travel and tourism industry (ECPAT).
o   In 2019, publishing the *Effective Ways of Working with the Private Sector – Background Paper and Guidance for Civil Society Organisations* (ECPAT).
o   In 2020, publishing the first regional overview on child protection standards in the Americas to make travel and tourism free from sexual exploitation (ECPAT), **English** and **Spanish**.

Events, regional cooperation and training
o   The Movimiento Vuela Libre, coordinated by ICCO, provided ongoing support and structure for country teams. Vuela Libre contributes to the construction of regional movements that links knowledge and actions between State organizations, civil society and the private sector. It seeks to inform, guide and address the problem of Sexual Exploitation of Children (SEC). It has a regional Political Incidence Plan for the organization, lobbying, mobilization, negotiation, citizen enforceability and communication to prove the multiple offences of the SEC (ICCO).
o   Convening regional meetings, webinars and a working group through which ECPAT International has helped many DtZ partners to become Local Code Representatives (LCR) and offered training and technical assistance. Overall, 90% of the Code member companies are based in countries where LCRs are present, which demonstrates a key role of the CSOs in engaging the private sector (ECPAT).[10]
o   Leading the International Summit on Child Protection in Travel & Tourism in Colombia in 2018 (ECPAT), including issuance of a **declaration**.
o   Delivering training in July 2018 that resulted in Dusit International, one of the largest international hotel chains based in Thailand applying to become a member of The Code (ECPAT).

Advocacy and Lobbying
o   Lobbying for the World Tourism and Travel Council (WTTC) to include SECTT on the agenda at their global summit in April 2018, resulting in sustained engagement by the WTTC and the creation of a Human Trafficking Task Force that includes also child protection issues (ECPAT).
o   Advocating with Hospitality Training Schools, particularly IECD in South-East Asia that in 2020 has led to the development of a guide for trainers working with tourism and hospitality students on child protection in travel and tourism (ECPAT).[11]

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[10] ETE pg. 17-18.
[11] This is due for publication by IECD in late 2020, cited in ETE pg. 68.

Down to Zero and the COVID-19 Pandemic

While the COVID-19 pandemic was only a factor in the programme implementation in the final year, it was without a doubt a significant factor. Faced with the sudden and almost entire shutdown of the travel and tourism industry and reprioritisation by companies across sectors worldwide, DtZ partners were forced to adapt the way they worked with all their stakeholders, including the private sector. Many challenges were unsurprising, while others were unexpected.

In Brazil, for example, the pandemic made it difficult to raise awareness about The Code and interest in fighting SEC, as companies were struggling with immediate issues of survival. At the same time, since the private sector has been so heavily affected, the reopening of the tourism industry may also impact negatively on children and adolescents. As a result, DtZ partners decided to continue with their planned activities as a foundation for addressing unknown challenges in the coming months. In Bolivia, the COVID-19 pandemic[12] led to delays to a plan to make adherence to The Code mandatory at national level. However in India, a local multi-stakeholder mechanism already established as part of DtZ implementation has in fact played a crucial role during the COVID-19 pandemic, by ensuring that local tourism workers and vulnerable communities were recognized by the government and supported, and that hygiene and other standards are improved in anticipation of a return of tourists.

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[12] The COVID-19 pandemic impacted upon all partners in the project.

Lessons and Recommendations for the Future

The wealth of learning, good practice and signs of sustainable impact achieved by the partners across all countries point to several overarching lessons, including:

Involve both the formal and informal sector

Explain, educate, empower

Invest in community-based solutions

Lobby for regulation and enforcement

Consider variables such as gender

Multi-stakeholder collaboration required creativity, dedication and persistence, but it was the key to building a sustainable response to SEC. Key recommendations include:

Accompany, monitor and provide oversight

Ensuring consultation and empowerment of children and youth

Systematize materials

Work with the government

Give credit and use the media

Adapt to size, sector and location

Work via collectives, associations and unions

Encourage budget allocation

Monitor progress

Build the evidence base

Use your network and identify a champion

Research your partner and find an entry point e.g. CSR

Create ownership

Explain, educate, empower

Lack of engagement was often less about willingness and more about not knowing where to start or how to take action. Here, key recommendations include:

Create accountability

Start with softer language such as 'child protection' rather than 'sexual exploitation' to talk about the issues

Formalize relationships

Make the business case using business terms

Build trust

Be patient and persistent

Use national and international laws and regulations

In addition, asked to reflect on what could be done differently in the future, DtZ partners made several recommendations:

Make more and better use of data and evidence
o   In the Dominican Republic, they would dedicate more attention to data and evidence as a way to influence the government and private sector partners.
o   In Peru, CHS commented that the lack of data on SEC in travel and tourism makes it hard to convince the private sector to act, so they would carry out a study to find out what percentage of workers it in the industry have seen or been witness to cases of SEC, since there is much anecdotal evidence.
o   In India, Equations would map tourism sites to determine which tourism providers to focus on.

Work through industry associations
o   In Nicaragua, they would work with the Unión Nicaragüense para la Responsabilidad Social Empresarial (UNiRSE) to facilitate access to the formal sector through its structure and processes.

Build community-based prevention and support systems
o   In The Philippines, ECPAT would focus effort on building a community-based tourism program to help support families affected by the social impacts of travel and tourism.
o   In Bolivia, given that tourism is predominantly community-based, FMK would establish indicators on reaching communities particularly in protected areas because they could play a really important role. In parallel, more work with hotels and cooperation with the public sector are crucial for implementation of the Code.

Increase the reach of training
o   In Peru, despite organizations dedicated to fighting SEC such as APEDETUR, CANATUR and a lot of motivation from hotels and intermediary organizations, there is a gap in knowledge and resources to train employees in practical strategies to prevent SEC.

Push for enforcement and compliance
o   In Peru, the most important lesson learnt during the programme was the necessity of building a public-private partnership that resulted in the necessary relationships and trust for effective reporting mechanisms. For example, the national code of conduct for the protection of children in Peru and The Code (international) co-exist and reinforce each other. At the same time, Peru suffers from lack of enforcement of and compliance with laws due to a high degree of informality, so in future it will be necessary to monitor compliance and formalization processes.

Facilitate peer to peer advocacy groups within the private sector
o   In India, Equations would facilitate a platform of like minded private sector actors to build a peer advocacy group, and engage in global advocacy for the global chains to implement policies that address SECTT, as well as develop an award programme in cooperation with the government to reward companies working towards addressing SECTT, and facilitate a "zero tolerance club" to address SEC.

Focus on the creation of employment opportunities
o   In Brazil, the DtZ partners would be continue to work with the private sector overall, but would focus even more effort on the informal sector, including to create more opportunities with them for knowledge and skill development children and youth

Focus on victim support
o   In Colombia, Renacer would place more emphasis on victim support although acknowledges that these gaps were addressed through the multi actor cooperation model.

Conclusions

Down to Zero was an ambitious programme delivered over five years by 25 organisations in 10 countries and at international level, all with the shared goal of ending the sexual exploitation of children and adolescents. Designed to be multi-sectorial, it is clear that collaboration with the private sector was only one of the crucial components of the work that needed to happen in close collaboration with communities, the government, and children and adolescents themselves.

Reflecting on this core approach, the single most important lesson that comes out of the data could be the human story. It was crucial to demonstrate the problem, understand and engage the key actors in their own environments, help them identify solutions, create accountability and provide ongoing support. But it was equally if not more important to speak to their humanity and build their resolve to protect children from sexual exploitation and abuse.