

**Discussion paper:  
Seeking your input on the  
*Girls Not Brides 2017-2020*  
strategy**



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**The purpose of this paper is to report on the findings of our stakeholder consultation and prompt a discussion about what we, as a Partnership, will work on together over the next four years in order to end child marriage.**

The paper poses a number strategic questions. The responses gathered from *Girls Not Brides* members and other key actors in the movement to end child marriage will help shape the final strategy of the *Girls Not Brides* Partnership for 2017-2020.

You can send us your input via the [online feedback form](#). The deadline for feedback is Sunday 24 July 2016 at midnight GMT.

We will also be running focus groups of *Girls Not Brides* members during the week of 18 July 2016 which you are welcome to join. Please visit the [website](#) for more details.

## 1. BACKGROUND AND INTRODUCTION

By working together, and in partnership with external stakeholders, members of *Girls Not Brides: The Global Partnership to End Child Marriage* have dramatically accelerated progress to end child marriage. Since our creation in 2011, we have seen a standalone target in the Sustainable Development Goals, regional commitments and campaigns, and the launch of a 5-year UN Global Programme, as well as the development of national strategies in a number of countries and a dramatic growth of the movement. We have also seen an increasing number of people affected by child marriage speaking out, and their voices being heard.

**But there is still a lot to do for us to achieve our joint vision of a world without child marriage.**

### **About *Girls Not Brides* and the 2014-2016 strategy**

Launched in 2011 by The Elders, *Girls Not Brides* has grown to over 600 civil society organisations in more than 80 countries, committed to working together to end child marriage and enable girls to fulfil their potential.

The overall aims of *Girls Not Brides*, as agreed upon by its members in 2011, are to:

- Increase awareness of the harmful impact of child marriage at the local, national and international levels.
- Expand policy, financial and other support to end child marriage and to support married girls, and
- Strengthen learning and coordination among organisations working to end child marriage.

While these aims are broad, they have provided all *Girls Not Brides* members – whether acting individually or as groups – with a sense of how their work fits into the overall movement.

Recognising the need to develop a more specific set of shared goals for *Girls Not Brides*, members came together in 2013 to develop the first shared strategy to help focus our collective efforts and to maximise our impact. Please see Annex III for an overview of our 2014-2016 strategy.

## **The 2017-2020 strategy development process**

As the *Girls Not Brides*' current strategy expires at the end of 2016, the secretariat launched a consultation process to develop a new strategy for 2017-2020 for the Partnership, with the support of consulting firm StrategiSense. The aim of the new strategy is to provide a clear roadmap for our work together over the coming years.

At the heart of this process are the members of *Girls Not Brides*, who have the expertise on efforts to end child marriage and knowledge of local contexts in which child marriage occurs. The process was designed to encourage the structured and inclusive engagement of all members.

In April, the first phase of the consultation invited *Girls Not Brides* members to celebrate our successes; reflect on how we work together; and suggest what our collective priorities should be. These consultations yielded over 350 rich and diverse responses that have been analysed to identify themes, trends, opportunities and questions for further consideration. You can read more about the consultation and its findings in Annexes I and II.

## **About this discussion paper**

This paper outlines the key themes that emerged from the initial consultations and highlights some important strategic and tactical questions about the future direction of *Girls Not Brides* over the next four years. This paper is not intended to present a comprehensive review of all aspects of the external environment or the movement's achievements, but to report what we heard from stakeholders in the consultations and pose questions for further thought.

We anticipate that some of the themes outlined below will form the basis of explicit goals in the new strategy. Other themes may be better addressed either as cross-cutting elements running through the strategy or in discussions about implementation and how we will work together.

**See above for how to share your feedback on the questions posed this paper.**

## 2. KEY EMERGING THEMES

During the consultation, we asked *Girls Not Brides* members to reflect on our progress against our current strategy and on how changes in the external environment might affect our priorities going forward. It is clear that we have had many joint achievements, but there is still much more to do!

We have outlined below the key themes emerging from the consultations. We have been working on a number of these over the past few years already, but a number of questions have emerged about how this work might change in the years to come.

**Your reactions will help inform how – and if – we take these areas of work forward.**

### i. Ensuring governments make commitments to end child marriage, and are held accountable

*Progress in the last three years includes:*

- Inclusion of Target 5.3 to end child marriage in the Sustainable Development Goals.
- Adoption of substantive resolutions in the General Assembly and Human Rights Council.
- Regional campaigns and commitments in the African Union, South African Development Community and South Asian Association for Regional Cooperation.

*Our work together:*

Over the past three years, members of *Girls Not Brides* have worked to successfully advocate for commitments to end child marriage at the international and regional levels. Members have developed common positions and conducted joint advocacy at the global level. Individual member organisations joined sign-on letters and campaigns coordinated by the secretariat, and held national or community-level events and activities hooked to global campaigns and moments such as #MyLifeAt15 and International Day of the Girl Child. The secretariat facilitated joint action by members and provided information, action alerts and toolkits for advocacy. It also advocated directly at high levels, organised events and engaged through the media in support of these advocacy targets.

At the regional level, individual member organisations and the secretariat have worked to call for and influence regional commitments; help build the capacity of regional organisations and contribute technical expertise. There has been less structured collaboration between members to conduct joint advocacy at the regional level rather than at the global level.

*What you told us:*

In relation to our current strategic goals related to this theme – influencing international fora – 58% of *Girls Not Brides* members indicated that our goal was achieved or significant progress has been made, while 42% indicated some or little progress has been made and more work needs to be done.

Consultations noted that, despite great progress in prompting commitments to end child marriage, there is a continued lack of government accountability for the implementation of these

commitments. Significant blockages to implementation remain at all levels, and it is essential that governments are held accountable for funding and implementing these commitments. In interviews, some external stakeholders expressed an interest in developing strong networks for advocacy, accountability and sharing of learning at the regional level. Some also suggested that the Partnership may have a role to play as an international ‘watchdog’-like mechanism to hold governments accountable.

### **We need your feedback!**

- What should civil society advocate for over the next four years to ensure that all governments resource and implement the commitment in Target 5.3 to end child marriage by 2030?
- How do we ensure that ending child marriage becomes a long-term priority for national governments?
- What role, if any, should the Partnership play in monitoring and reporting on government commitments, and calling out inaction by governments?
- Particularly at a national level, is it possible and advisable for civil society to take on the dual roles of acting as an implementation partner with governments and holding governments accountable?

## **ii. Supporting efforts in high-prevalence countries to end child marriage at all levels, national to local**

*Progress in the last three years includes:*

- National government strategies or country-wide initiatives to address child marriage have emerged or begun to emerge in over a dozen countries, including in Egypt, Ethiopia, Mozambique, Nepal, Togo, Uganda and Zambia.
- A UNFPA – UNICEF Global Programme to Accelerate Action to End Child Marriage was established with support from Canada, the European Union, Italy, Netherlands, and the UK.

*Our work together:*

*Girls Not Brides* has focused on national-level change by drawing attention to and helping catalyse progress through high-level trips, and media and communications engagement in a number of countries.

*Girls Not Brides* has advocated for the coordination of efforts to end child marriage in key high-prevalence countries, the development and implementation of nation-wide plans and the meaningful inclusion of civil society in nation-wide responses.

*Girls Not Brides* National Partnerships (NPs) – groups of members working together at the national level – have been established or are emerging in 13 high-prevalence countries and three donor countries. The secretariat is also working with civil society networks, coalitions and alliances in other countries who are interested in affiliating with the Partnership, but (for reasons specific to their national context) do not want to take the *Girls Not Brides* name.

So far, the secretariat has not actively pushed members to form NPs. In countries where NPs have emerged organically, the secretariat is supporting them to help them establish themselves as credible partners for governments and UN agencies, and to share knowledge about national efforts. The secretariat currently only provides funding to NPs for discrete, specific activities including travel expenses for annual meetings, capacity-building and participation in specific global campaigns.

*What you told us:*

Over 50% of online survey respondents said that the Partnership had made some progress toward the goal of increasing national-level engagement, but much more work needs to be done. When asked which goal from the 2014-2016 strategy would have the most impact on ending child marriage if it could be fully achieved, this was the most commonly selected goal.

Sixty-seven percent of respondents to the survey indicated that their organisation participates in a NP. Respondents indicated a need for additional support for NPs, and the opportunity to come together as regional and national networks.

Respondents also said that strong NPs are important to drive government accountability and ensure that commitments are implemented. They flagged a need for more support, funding and guidance from the secretariat as well as from other NPs.

Some respondents cautioned that although governments may be implementing laws regarding child marriage in response to international pressure, some of those same governments are also implementing other laws restricting women's and children's human rights and protections.

Another question that emerged in relation to country-level engagement was where the *Girls Not Brides* Partnership should focus its work geographically. There is a recognition that we collectively need to be able to show substantial progress on child marriage in a number of countries/regions, and that this will require a concentration of attention and resources. Some interventions in the field of child marriage by international actors (such as the UN Global Programme) have therefore focused on countries where large-scale change on child marriage is most likely. However, the consultation raised questions about how to ensure that efforts to end child marriage are also supported in high-prevalence countries with high fragility, low government capacity/political will and/or conflict or humanitarian emergencies.

*Girls Not Brides* membership is most concentrated in Africa and South Asia, and lower in other regions. The consultation raised questions about the approach of the Partnership in other regions, including where regional momentum appears to be developing (such as in Latin America and the Caribbean), and regions where there are high-prevalence countries but low regional awareness of the issue and low Partnership membership (the Middle East and North Africa, the Pacific and Central, South East and East Asia).

The Partnership has not yet focused joint activities on the sub-national or community level.

## We need your feedback!

- At which level – international, regional, national or community – do we see our collective action having the greatest impact over the next four years, and why?
- Over the next four years, how should the Partnership support action in high-prevalence countries, from community level to national level? What about in under-represented regions and areas where there is conflict and weak or unsupportive governments?
- What can *Girls Not Brides* Partnership do to ensure that we see significant, large-scale progress in a few countries by 2020? What will this progress look like?
- What is the right balance overall for the Partnership between focusing on a few promising countries/regions vs supporting action in the hardest hit areas?

### iii. Increasing our understanding about what interventions and approaches work

*Progress in the last three years includes:*

- A Theory of Change on ending child marriage, developed in cooperation with 150 members and experts, has influenced member programming, donor government funding and national strategies.
- A report and checklist on the development of national strategies to end child marriage are being used by governments and stakeholders to analyse existing plans and develop new ones.

*Our work together:*

*Girls Not Brides* members have worked together to develop a greater understanding of the different approaches needed to address child marriage, and to increase the evidence base on what it will take to end the practice. Benefiting from the diversity of its membership, *Girls Not Brides* has convened thought-leaders and members, shared learning and developed high quality resources, case studies and reports.

*What you told us:*

Fifty-one percent of survey respondents indicated that our current strategic goal of increasing the evidence base has been fully achieved or that significant progress has been made, while 49% indicated some or little progress has been made and more work needs to be done. Thirty percent of survey respondents indicated that increased research and evidence to support their work was one of the top three forms of support their organisation desired from the *Girls Not Brides* Partnership.

Many members, through the online survey and focus groups, mentioned the positive impact of gatherings and events which facilitated cross-regional discussions on interventions and approaches.

However, both members and external stakeholders noted a continuing need for data and evidence to inform advocacy and programming. The lack of up-to date national and sub-national data, and continued use of data from 2011, was also cited as a barrier. Members expressed a continued desire to learn from each other about what is working and what is not, particularly at the national level. We heard a strong desire for further research and evidence to inform their work.



## We need your feedback!

- What additional knowledge or evidence is crucial for ending child marriage? What is the best way to ensure new evidence is shared effectively?
- What role should *Girls Not Brides* play in gathering and sharing learning at the different levels (globally, regionally, nationally and locally)?
- How can the Partnership promote ongoing exchange and learning between members in different parts of the world? If possible, please give practical examples of how this could be achieved.

### iv. Ensuring sustainable resources for work to end child marriage, particularly at the grassroots

*Progress in the last three years includes:*

- Increased number of private foundations have begun funding child marriage work.
- Launch of AmplifyChange grassroots fund, which is supported by private and public donors
- More than US\$100 million for 5-year joint UN Programme.
- Funding from various donor governments, including at least US\$28 million from Canada, \$30 million from the Netherlands, and \$85 million from the UK for child marriage programmes.

*Our work together:*

*Girls Not Brides* members and the secretariat have continuously advocated for increased funding to the field, particularly to grassroots or community-based organisations. The secretariat has also assisted in bringing together funders for strategic conversations; developed guides for potential and current donors on funding child marriage; and advised new and existing funders on expanding their work to include child marriage in their funding programmes. The secretariat has also developed tools and resources for members and connected members to funding opportunities.

The secretariat is not a grant-making entity, and does not provide funding directly to members, but has begun piloting limited support to some NPs (see above).

*What you told us:*

Of the five goals in our current strategy, survey respondents felt that the least progress had been made toward the goal to increase the funding in the field, with 83% reporting little to no progress or some progress made toward the goal.

Again and again in the consultation, the majority of participants told us that a lack of funding was a barrier for their engagement in collective action within the Partnership. Some members mentioned they have been introduced to, and have developed new relationships with, donors due to the Partnership, with 14% of survey respondents indicating that they had gained access to funding through their activities with *Girls Not Brides*. Some external stakeholders, a few of which are from donor organisations, mentioned that there is increased donor interest in child marriage due to the work of *Girls Not Brides*.

Members also noted in the consultations that, while donor funding to address child marriage is increasing, there is still a wide funding gap for grassroots organisations. Some called for governments and/or major donors to commit long-term funding to support the complex and often lengthy process of changing social norms. When asked about the biggest opportunity to address child marriage in the future, the potential for a dedicated fund for grassroots organisations was cited by 31% of survey respondents.

The consultation also raised the concern that the decrease in overall direct foreign aid, as well as the shift in priorities in some donor countries to addressing the refugee crisis, is leading to an increasingly competitive environment. There is wide concern that donor funding for child marriage will eventually decline.

Members also flagged the need for data on the economic costs of child marriage to society and how national budgets can address it.

### **We need your feedback!**

- Over the next four years, what are the best opportunities for us to work together as civil society to mobilise new funding at global, regional, national levels?
- How do we collectively ensure that funding reaches grassroots and community-based organisations?

## **v. Fostering a strong and diverse movement to end child marriage**

*Progress in the last three years includes:*

- The 2014 UNICEF/DFID Girl Summit and 2015 African Girl Summit, at which new actors, including heads of state, committed to ending child marriage.
- Growth of the *Girls Not Brides* Partnership from 325 members in 55 countries in 2013 to over 600 members in more than 80 countries today.
- Dramatically increased media and social media attention of child marriage and the solutions to end it.

*What you told us:*

The diversity of the *Girls Not Brides* membership was noted as a key strength of the Partnership. The wealth of knowledge, the variety of perspectives and contexts, and the range of skills and competencies were all described as being assets that the Partnership has been able to leverage since it began.

Some members and external stakeholders mentioned the value of having a common global agenda to end child marriage. Despite differences in contexts, resources and approaches, this global agenda builds bridges across organisations, nations and advocacy platforms.

Many members and some external stakeholders indicated that major achievements, such as the SDG target, would not have been accomplished without *Girls Not Brides'* facilitation and coordination.

A couple of external stakeholders raised questions about the continuing growth of the Partnership, and the capacity of the secretariat to maintain a high level of quality support to an ever increasing membership base.

The consultation indicated that *Girls Not Brides* is increasing the visibility of the issue of child marriage globally and the visibility of grassroots work.

Members and other stakeholders identified that there is currently a strong wave of interest in child marriage but there are concerns that within a few years there will be 'issue fatigue' and interest will die out before enough progress has been made.

### **We need your feedback!**

- Over the next four years, how can we work together to avoid child marriage becoming "yesterday's issue"?
- How should *Girls Not Brides* foster greater collective action among members? Please give practical examples of the types of collective action that could generate deeper impact of our work at national, regional and international levels.

## **vi. Changing social norms**

While many *Girls Not Brides* members are active in addressing social norms around child marriage, we have not to date made a concerted effort to work collectively on this theme. Seventy-nine percent of survey respondents said that they work with families and communities to change social norms; the same percentage said that entrenched social norms are one of the top three barriers to ending child marriage. Challenges in addressing these norms were identified in a number of areas.

Respondents expressed concern that not enough progress has been made in advancing an understanding of how social norms change occurs with regard to child marriage. It was also noted that grassroots organisations are at the front line of changing social norms, generally without formal government support, but do not have the resources to expand their work.

Some respondents stressed that while tradition, poverty and lack of opportunity are drivers of child marriage, gender inequality (and control of women's sexuality) is the underlying cause, and is itself a social norm. The *Girls Not Brides* Theory of Change explicitly puts gender equality at the heart of our vision: *A world without child marriage where girls and women enjoy equal status with boys and men and are able to achieve their full potential in all aspects of their lives.*

While many members are explicitly addressing sexuality and gender inequality in their work, others approach child marriage through lenses that do not address these underlying issues. Some respondents also stressed that discussing social norms explicitly can be counter-productive in certain local contexts.

### **We need your feedback!**

- Given that social norms are specific to local contexts, how could our global Partnership best support efforts aimed at changing social norms?
- What should the Partnership do to ensure that work to address child marriage also tackles underlying gender inequality, while still recognising that different contexts may require more subtlety?

## **vii. The multi-sectoral nature of child marriage**

Another key theme arising from the consultation is the necessity to integrate child marriage into a variety of sectors (for example, education, justice, health) at all levels. While the child marriage field is growing, it remains small, and there is a potential for greater impact if other sectors recognise child marriage as a barrier to their own goals, and incorporate child marriage in their funding, policies and programming,

The consultation has identified the opportunity to make progress on a larger scale through multi-sectoral approaches. Engaging new sectors could occur at all levels in different contexts – international, regional, national and local – and with all stakeholders – civil society, donors, national governments, other global partnerships, UN agencies, etc.

In the consultation, *Girls Not Brides* members indicated that they work in a wide variety of sectors, with more than two-thirds in the education and child rights/child protection sectors. More than half of the respondents also work in sexual and reproductive health, women’s rights, gender-based violence and sustainable development.

The secretariat has developed sectoral briefs and fact sheets and started to engage with large global partnerships in other sectors such as the Global Partnership for Education. Specific strategies have been identified to support the integration of child marriage into the design, implementation, and monitoring and evaluation of current or future programmes of aid agencies and funders. However, more thinking is needed about the specific steps that must occur at the national and sub-national levels. There is also no clear view on the specific role that *Girls Not Brides* – and civil society in general – should play in encouraging the ‘mainstreaming’ of work on child marriage.

### **We need your feedback!**

- Which development sectors will be most important to engage in addressing child marriage, because of their impact, resources or influence?
- For the sectors you have mentioned, what role could *Girls Not Brides* play in engaging them at the global, regional and national levels? What specific opportunities do you foresee over the coming four years?

### 3. HOW TO SEND US YOUR FEEDBACK

**We look forward to hearing your view on the questions asked in this paper.**

You can send us your input via the [online feedback form](#). The deadline for feedback is Sunday 24 July 2016 at midnight GMT.

**We will also be running focus groups of *Girls Not Brides* members during the week of 18 July 2016 which you are welcome to join.** Please visit the [website](#) for details about how to register your interest in advance, and for more information about this consultation.

**Many thanks in advance!**

## **Annex I: About the consultation**

This Annex provides an overview of the consultation that was undertaken between March and May 2016, most intensely during April.

### **I. Consultations methods**

#### *Survey*

An online survey was made available to all *Girls Not Brides* member organisations, with the option of completing the survey online or in writing offline. Over 275 responses were received from over 60 countries, including a diverse range of *Girls Not Brides* members:

- Respondents ranged from small grassroots organisations to international NGOs, operating in a total of 165 countries.
- There was significant representation from South Asia, as well as from West Africa, East Africa and Southern Africa.
- Most survey respondents indicated that they work at the local or national level, while less than 20% of respondents work at the international level.
- Most respondents (58%) have 20 or fewer full-time staff and volunteers.
- Sixty-seven percent of respondents indicated that their organisation participates in a NP.

#### *Virtual focus groups*

45 representatives from *Girls Not Brides* member organisations took part in virtual focus groups.

#### *In-country focus groups*

The *Girls Not Brides* secretariat held in-country focus groups with members during trips planned during the consultation period. Focus groups were held with members in Kenya, Malawi, Nepal and Uganda, and consultations were convened in Senegal, South Africa and at the Women Deliver conference.

#### *Interviews*

Interviews were conducted with 14 key external stakeholders, including donor government representatives, private funders, UN agencies and researchers. Three NP coordinators were also interviewed.

#### *Survey for donors*

A short online survey was sent to current funders of *Girls Not Brides*.

### **II. Review of best practice and key literature**

The strategy consultants supporting the *Girls Not Brides* secretariat also conducted a review of best practice of global partnerships and a high-level review of relevant literature.

## **Annex II:**

### **Summary of findings relating to how *Girls Not Brides* works and best practices from other global partnerships**

During the consultations with *Girls Not Brides* members in March and May 2016, useful information was gathered about how the Partnership works – both what is working well, and potential areas for improvement. The consultants supporting the *Girls Not Brides* secretariat with this consultation process also conducted a review of best practice of other global partnerships.

This Annex provides a summary of the information gathered during member consultations and the review of best practice. The new strategy for 2017-2020 will be a roadmap for what the Partnership will work on together to influence the external world. The information below will be useful for us all to reflect on when thinking about how to implement the new strategy, once it has been agreed at the end of 2016.

#### **A. Overview of *Girls Not Brides: The Global Partnership to End Child Marriage***

*Girls Not Brides* is a global civil society partnership of more than 600 organisations from over 80 countries. Members are based across all geographic regions, with highest representation in Africa and South Asia. Members vary in size, location, and the type of work they do – from programme implementers and service providers working in their communities, to groups focused on research and advocacy, seeking to bring global, regional and national attention to child marriage.

The Partnership is supported by a secretariat of 17 staff based in United Kingdom, with two members of staff in Senegal and Kenya. The secretariat facilitates, supports and helps to coordinate the work of the partnership. A Board of Trustees provides governance oversight to the operations ensuring a focus on operating consistent with the mission and ultimate achievement of the vision. A small Advisory Committee of thought-leaders and key stakeholders provides advice to the Board and the secretariat.

#### **B. Overview of findings of consultations with *Girls Not Brides* members**

##### *Benefits of membership*

The current strategy goals of the Partnership strongly resonate with the membership. Consultation participants indicated that *Girls Not Brides* has a positive “high-profile” brand and name recognition. Over 45% of survey respondents indicated that they use the *Girls Not Brides* brand or name in their work. More than 50% of survey respondents indicated they have worked with other Partnership members, and 29% indicated that their organisation recruited another to join the Partnership.

Benefits identified of being part of *Girls Not Brides* included:

- Opportunity to network regionally and globally with organisations doing similar work.
- Provides unparalleled opportunities to share resources and best practices globally.
- Increases the visibility of the issue of child marriage globally and the visibility of grassroots work.
- Opportunity to develop new relationships with donors due to being part of the Partnership.
- The Partnership is collaborative, with a common global agenda to end child marriage.

### *Core competencies of the Partnership*

Participants were asked to comment on the knowledge, skills, abilities, capabilities, actions, or strategies that contribute to *Girls Not Brides'* success. The themes that emerged include:

- Excels as a convener of civil society organisations, and is particularly strong at growing the member base, and developing and sustaining a strong, positive brand recognition.
- Successfully leverages its member base and brand to raise global awareness of child marriage and synergise the global effort towards ending child marriage.
- Successfully raises the issue of child marriage in global policy forums, particularly at the United Nations and within the African Union.
- Maintains a leading repository of information on child marriage, through its website, press releases, member communication materials and events.
- Influences media to provide increasing exposure on the issues of child and women empowerment, which has led to increased political focus, donor funding and policy change.

Survey respondents were asked to indicate the top three ways that they receive support from the Partnership to engage in child marriage activities: opportunities to learn from others in the field (55%), advocacy and engagement tools (55%), and information on best practices (54%).

Less than 25% of respondents felt that the work of their organisation was amplified regionally or globally by the Partnership, or that the Partnership provided external pressure on their national government to take action or change policy.

### *Areas of need*

In the survey and focus groups, participants were asked about the barriers to their engagement in Partnership activities. Lack of funding to participate was the most frequent selection, with 66% of survey respondents indicating funding as a barrier. The next most frequent barriers include: lack of staff capacity to participate in Partnership activities (27%); lack of clarity on how an organisation can get more involved (25%), and being geographically far from other members (24%).

Members identified a number of areas of need, including:

- Members lack sufficient resources to engage key stakeholders on child marriage issues and pursue opportunities both with *Girls Not Brides* globally and within members' countries and regions.
- There is a need for more training opportunities, particularly focused on data collection and evaluation skills and coalition building for National Partnerships and regional networks.
- The secretariat needs more capacity to support local grassroots organisations and provide representatives to local events.
- There is a lack of coordination of actions and exchange of information between members of the Partnership at the regional level.
- There is a lack of a shared accountability framework in the Partnership, as well as transparent mechanisms for measuring and sharing impact.
- Voices from members, young women with personal experience of child marriage and youth are not adequately represented in decision-making across the Partnership.



### C. Overview of findings from ‘best practice’ review of other global partnerships

The experience of other global partnerships and social impact movements point to a number of best practices which are likely to increase our chances of success at *Girls Not Brides*:

- A common agenda, defined as a common understanding of a problem and joint approach to solving it.
- Defining measurable, achievable performance targets.
- Shared measurement of the results of all participants.
- Mutually reinforcing activities that reinforce a joint plan of action.
- Continuous communication, internally and externally.
- Backbone support, defined as skilled staff and infrastructure to support coordinated activities.<sup>1</sup>

Another best practice is communicating the benefits and costs of partnership, and working to maximise the former while minimising the latter. Effective partnerships avoid duplication through close coordination; achieve economies of scale by centralising common aspects of advocacy and resource mobilisation; share knowledge; build a common brand with the legitimacy and momentum to attract funds; and avoid their effectiveness being negatively affected by inadequate investment in meetings and information infrastructure.<sup>2</sup>

Also, the incorporation of members in evaluation has been found to improve efficacy, foster positive interaction within a partnership, promote openness, trust, patience for working with diverse partners, and build the skills of partnership staff.<sup>3</sup>

The wealth of knowledge, range of perspectives, and of skills across the *Girls Not Brides Partnership* provides us with a significant opportunity.

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<sup>1</sup> Kania, John, and Mark Kramer. "Embracing emergence: How collective impact addresses complexity." *Stanford Social Innovation Review* (2013).

<sup>2</sup> Kumaresan, J., et al. "Global Partnership to Stop TB: a model of an effective public health partnership [Stop TB Partnership]." *The International Journal of Tuberculosis and Lung Disease* 8.1 (2004): 120-129.

<sup>3</sup> Corbin, J. Hope. *Interactive processes in global partnership: a case study of the global programme for health promotion effectiveness*. International Union for Health Promotion and Education, 2006

## **Annex III:**

### ***Girls Not Brides* strategy 2014-2016**

The full strategy is available to download from the *Girls Not Brides* [website](#).

#### **Goal A: Major inter-governmental processes and fora commit to taking action on child marriage**

##### *Sub-objectives:*

- Child marriage is included as a target in the post-2015 development framework.
- Other major influential international and regional fora commit to taking action on child marriage.
- Child marriage is addressed in the comments and recommendations of global and regional human rights bodies, including the UN Human Rights Council.

#### **Goal B: The evidence base on child marriage has increased**

##### *Sub-objectives:*

- Knowledge about child marriage and effective interventions is readily available to a wide range of stakeholders.
- Efforts are underway to define what a comprehensive response to child marriage involves in different contexts.

#### **Goal C: Country-wide efforts to address child marriage are supported and highlighted**

##### *Sub-objectives:*

- Advances around the world towards achieving large-scale and sustainable positive change in the child marriage situation enjoy increased visibility.
- In countries at a tipping point, stakeholders coordinate their efforts and work together towards a nation-wide response to child marriage.

#### **Goal D: Increased funding is available globally to support effective efforts to address child marriage**

##### *Sub-objectives:*

- New and existing donors and high-prevalence country governments fund efforts to end child marriage.
- Donors and high-prevalence country governments support more evidence-based efforts.
- *Girls Not Brides* members can access increased funding for effective programmes.

#### **Goal E: The global movement to end child marriage continues to grow and strengthen**

##### *Sub-objectives:*

- New influential individual and organisational champions – including youth advocates – from diverse spheres join the global movement and take action to end child marriage.
- *Girls Not Brides* members are empowered and engaged, working collaboratively to end child marriage.
- Expansion in *Girls Not Brides* membership and diversity boosts the global Partnership's credibility and potential for impact.
- *Girls Not Brides* enjoys greater visibility and is increasingly identified as a go-to authority on child marriage.