



GIRLS NOT BRIDES

The Global Partnership
to End Child Marriage

PARTNERING FOR SUCCESS

A STEP-BY-STEP GUIDE TO ADDRESSING YOUR MOST COMMON PARTNERSHIP CHALLENGES





KEEN TO BUILD OR STRENGTHEN YOUR NATIONAL CIVIL SOCIETY PARTNERSHIP TO END CHILD MARRIAGE?

LET'S GET STARTED!

How can you use these guidance notes?

We have identified common challenges faced by partnerships and ways to overcome these. We will develop the third step once we have gathered enough evidence and lessons learned from well-established partnerships.

These resources will help you:

- ✓ Set up your partnership step-by-step effectively.
- ✓ Identify the challenges you face within your partnership and solutions you might want to implement.
- ✓ Identify where your partnership is on the partnering cycle and where you want to go.
- ✓ Assess whether you have all the resources you need to advance your collective work.

You can also use these guidance notes to organise a group activity: divide participants into small groups, hand each group a sheet with different problems facing the partnership, ask them to think about why they might start putting the suggested solutions (or others) into practice, how, by whom and by when.

What is a partnership or a coalition?

A partnership or a coalition is a group of people from different organisations who work together to achieve a common aim. They can come together for any length of time, and can vary in size and type of organisations (from community-based to international organisations, youth-led to women-led, urban to rural).

It is important that all members of a partnership are treated with equality, equity, dignity and mutual respect. Partnerships exist to bring broader attention and action to a larger issue that affects many people.

By working together they can achieve more because they can reach more people, access more resources and bring different perspectives. *Girls Not Brides* National Partnerships and coalitions advocate for national change and work closely with the government and other actors to catalyse action. They are often led by one or more coordinator(s) and a core steering committee.

Why form a partnership to end child marriage?

Partnerships to end child marriage may form at the national or sub-national level to:

- Increase the impact of individual efforts at national and community level.
- Work together on specific campaign and advocacy goals, programmes and research, with the benefit of shared expertise and experience, avoiding duplication, facilitating complementarity, and working on issues that may be of higher risk if acting alone.
- Increase members' capacity by building on individual strengths and expertise, and sharing best practices and lessons learned.
- Ensure that girls' and their communities' voices are heard and inform national decision-making processes.
- More effectively inform and contribute to the work of *Girls Not Brides: the Global Partnership to End Child Marriage*.

What are the drawbacks?

Before working in partnership with other civil society organisations (CSOs), your organisation will need to consider the benefits as well as the risks. These include reputational impact, loss of autonomy, conflicts of interest, drain on resources, implementation challenges, a small number of members carrying out most of the work or member disengagement.

What do you need to consider when building a partnership?

When forming a national partnership to end child marriage in your own country, you must consider the following questions within your own organisation and with other interested parties. You don't need to have all the answers to these questions from the start, as these guidance notes will help you to answer them.

- **What are the benefits of working together?** How will collective action amplify or complement the work of individual member organisations? What will members gain by working through a partnership rather than by working alone?
- **What is the benefit for your organisation?** There needs to be a clear benefit to each individual organisation for the partnership to work. Refer to Annex 1: "Are you ready to work as part of a partnership?"
- **Are you ready to invest the time, resources and effort required to establish and maintain a national partnership?** A concrete commitment from all individual members is essential to the success of the national partnership.
- **What will be the purpose of the partnership?** What is the end result you want to see in your country? What are the **goals** that you commit to working towards to make this happen? Based on an analysis of the situation of child marriage in your country, what are the **objectives** of your collective work? Do they align with your own organisation's mandate and strategic plans?
- **Who will form the core group responsible for building the foundations of the partnership?** It is important to be realistic about the level of effort that coordinating an active partnership will require.

- **Is forming a new partnership exclusively dedicated to child marriage the best solution to the problem**, or is there a way to build on the strengths of the existing platforms? How will the partnership **best collaborate with existing networks working on issues related to child marriage** (e.g. health, education, child rights, women's rights, etc.)? If a separate partnership is needed, in what ways can you **avoid duplication** and **ensure complementarity of efforts**?
- Will a **national partnership** work best in your context? Or should you consider forming a local or state level partnership instead?
- How do you **best engage with non-NGO actors**, including the government, UN agencies and other inter-governmental institutions, donor organisations, etc. who are often advocacy targets, implementing and sometimes funding partners?
- What **relationship do you want to have with the Girls Not Brides Global Partnership?** What are the advantages and disadvantages of such an association? How can you inform the work of the Global Partnership? How can *Girls Not Brides* inform and support your work? How could your partnership support the implementation of *Girls Not Brides*' global objectives at country level?
- Have you mapped out:
 - Who are the **other Girls Not Brides members** addressing child marriage in your country?
 - Which other **actors are already addressing child marriage**, at what level do they work, what is their major area of work, and what activities do they do to address child marriage?
 - Who are the **actors that need to be involved?**

You've agreed to work in partnership. What now?

Here are the four steps to building an effective partnership. You'll see them illustrated below and throughout this guide. It is not a linear process, so it is possible to move back and forth between the different steps, as long as none are missed or ignored. If some steps are missed or ignored, partnership members might face some challenges.

The four steps are:



0. SCOPING & BUILDING

Scoping needs and options / Identifying potential partners / Building relationships / Mapping and Planning



1. MANAGING & MAINTAINING

Governance and structures / Deepening engagement / Delivering projects



2. REVIEWING & REVISING

Measuring results / Reviewing efficiency and value / Revisiting and revising



3. SUSTAINING OUTCOMES

Scaling and increasing impact / Moving on

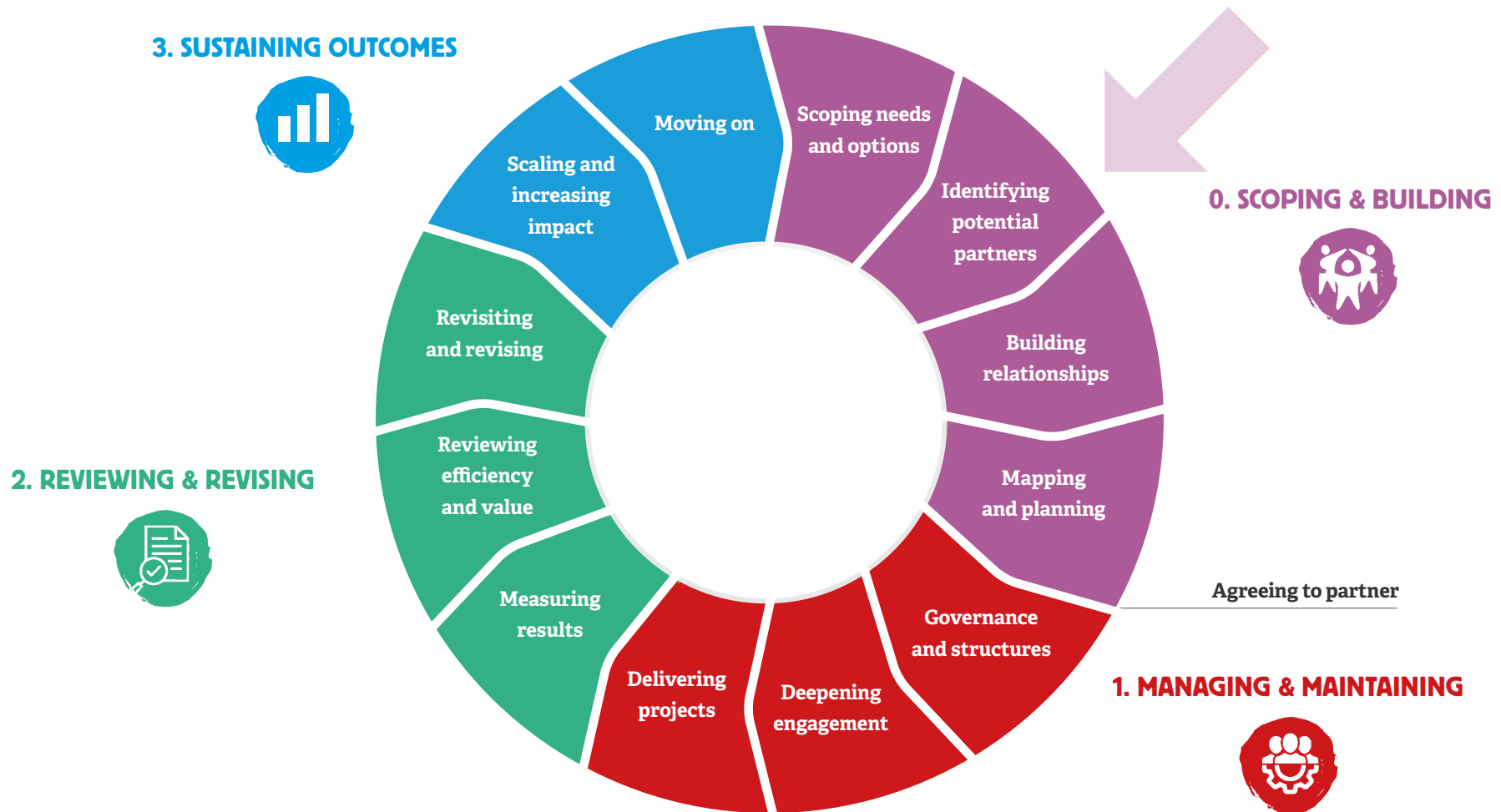
We hope you find these tips useful for your work and, as always, we welcome your feedback on how to improve our tools!

Email Alexandra.Newlands@GirlsNotBrides.org to share your feedback



STEP 0. SCOPING & BUILDING

THE PARTNERING CYCLE - A SCHEMATIC FRAMEWORK





What is expected at this stage?

Now that you have agreed to form a partnership and discussed the steps on how to do so meaningfully, you are ready to move on to the “Scoping & Building” stage. Use the table below as a checklist to assess whether you have completed all the required steps involved in this stage of partnership-building.

STAGES	MAIN STEPS	PROGRESS
Scoping	✓ Organisations have started coming together. They have scoped how viable it is for them to work together, and what the added value could be.	
Scoping	✓ Organisations have considered whether forming a partnership is the right way to achieve change, and have considered non-partnering alternatives (e.g. putting child marriage on the agenda of an existing partnership) to avoid duplication.	
Scoping	✓ Individual organisations have considered their motivations for joining forces and have shared what they want to get out of being a member of a partnership.	
Building	✓ Members have agreed on the purpose, vision, mission and core principles that will underpin the partnership.	
Mapping	✓ The partnership has mapped out member organisations' expertise and resources (and any gaps). Members have identified how to use existing human, technical, material and financial resources most efficiently.	
Mapping	✓ Founding members have started identifying other potential members who might help achieve the partnership's main goal.	
Planning	✓ Members are developing their strategic objectives have outlined a collective strategic action plan.	

What could go wrong at this stage and how can you mitigate these risks?

CHALLENGES	SOME SOLUTIONS	PROGRESS
<p>Members question why a partnership is necessary</p>	<ul style="list-style-type: none"> • Make the partnering case: meet with potential members to discuss the added value of working collaboratively to end child marriage, and agree on the partnership's purpose, vision and mission. These should align with and bring value to individual organisations' strategies. • Make sure members' interests are clear from the start. Members will be more engaged if they feel they get something out of the partnership. It is important that each individual understands the value of working in partnership, the benefits as well as the risks associated. • Brainstorm possible contributions that members and partners could bring to the partnership. 	
<p>Individual members are not committed to the partnership</p>	<ul style="list-style-type: none"> • Make sure members can volunteer some time and resources (human, technical, financial or material) to the partnership. • Members should receive senior managers' approval to join and allocate an agreed percentage of their time to the partnership. • Members should regularly report to their own organisations about the work and progress of the partnership. • In case of absence or withdrawal from the partnership, members should inform and induct another person from their team to replace them. • Members should individually complete the 'Are you ready to work as part of a partnership' checklist (Annex 1) before joining, and then discuss as a collective. 	
<p>Members are unsure who should be part of the partnership</p>	<ul style="list-style-type: none"> • Remember that personalities can affect a partnership just as much as external factors. If your partnership includes dynamic, strategic and passionate personalities, they can help galvanise others into action. 	

CHALLENGES	SOME SOLUTIONS	PROGRESS
<p>Members are unsure who should be part of the partnership (continued)</p>	<ul style="list-style-type: none"> • Look at Girls Not Brides Theory of Change to check that you have considered organisations which work along the four complementary strategies to end child marriage, i.e. (1) Empowering girls, (2) Mobilising families and communities, (3) Providing services, and (4) Establishing and implementing laws and policies. • Identify who you should partner with to strengthen your partnership and call to action. For instance, organisations or networks addressing gender, education, sexual and reproductive health, nutrition, child and women's rights, youth engagement, humanitarian work, etc. • Get to know each other: using the templates in Annex 2 and 3, map member organisations and their resources. Particularly when capacity or funding is low, it will be important to make best use of the technical and material resources that each organisation can bring to the table. • You might occasionally consider inviting to your meetings external partners who will support and promote your collective work: government representatives, UN agencies, embassies addressing gender issues, donor organisations, religious and traditional leaders, etc. 	
<p>The partnership lacks clear collective values, vision and direction</p>	<ul style="list-style-type: none"> • Define the principles and values that your partnership SHARES or will share (e.g. equity, trust, respect, transparency, accountability, mutual benefit, engagement). • Define the partnership's collective vision, mission and objectives. The <i>Girls Not Brides</i> secretariat can help review these, and provide examples from other National Partnerships. Consult our strategic planning guidance for more ideas. • Write these down in a partnership agreement that all members should agree upon and sign, if possible at the directors' level. It will need to be referred to regularly, particularly if conflicts arise. 	

CHALLENGES	SOME SOLUTIONS	PROGRESS
<p>The partnership lacks clear collective values, vision and direction (continued)</p>	<ul style="list-style-type: none"> • Discuss and agree on activities and indicators under the objectives which you will strive for collectively. Think about what you can do together that you couldn't do alone. For instance, while an individual organisation can provide legal advice to married girls alone, it won't be as successful in urging the government to design and implement a multi-sectoral strategy to end child marriage than if it were backed by another dozen organisations. • Insert these objectives and activities into a collective strategic action plan (see suggested action plan template in Annex 4), allocating clear roles and responsibilities, timelines and external resources you might need. <p>The <i>Girls Not Brides</i> secretariat can help review your collective strategic action plan, and provide examples from other National Partnerships.</p>	

What resources might help you to advance your collective work at this stage?

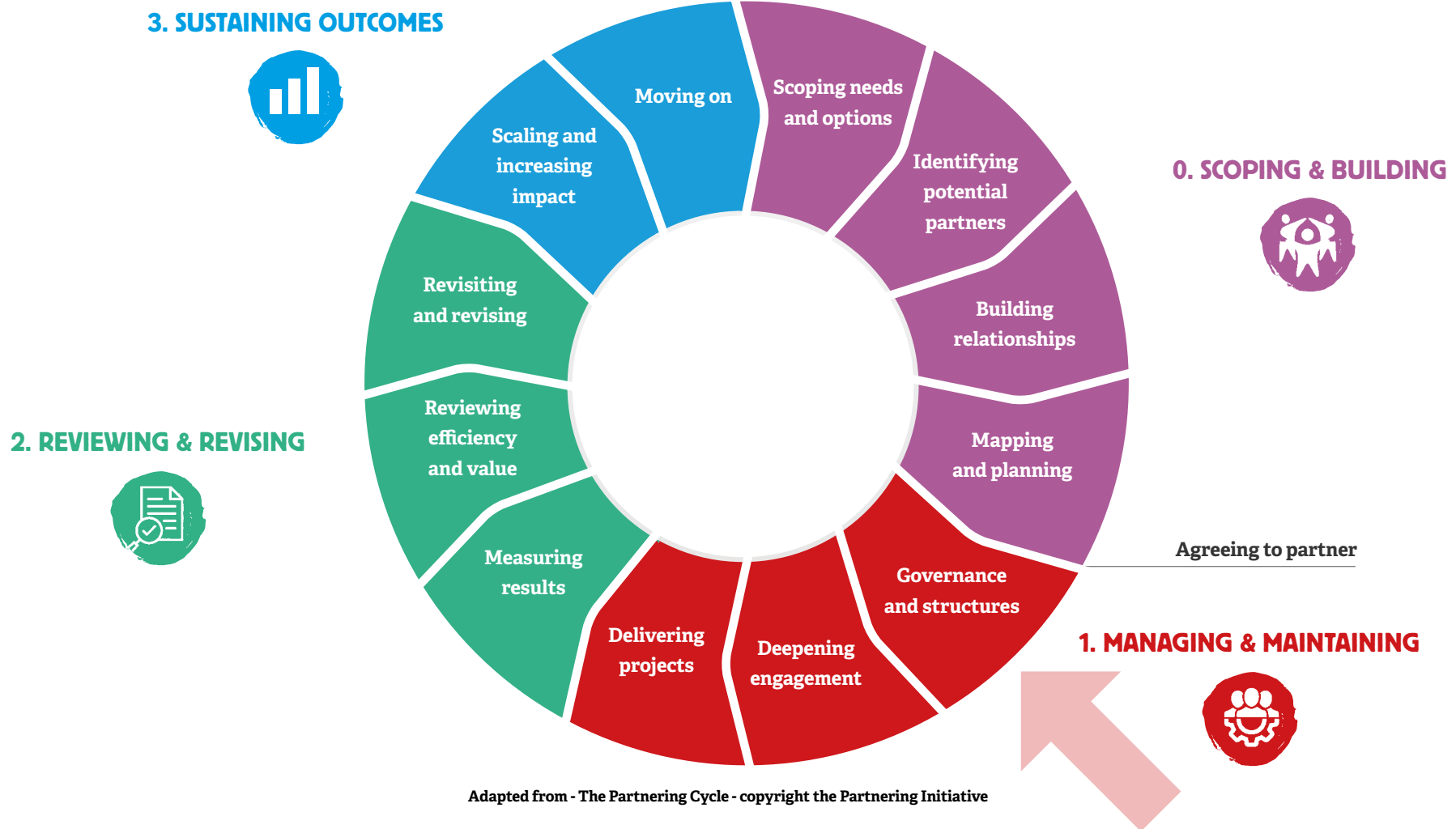
Use the checklist below to note whether you have (or not) developed the following products.

PRODUCTS	YES/NO/ IN PROGRESS
✓ 'Are you ready to work as part of a partnership' checklist filled in by all members (Annex 1).	
✓ Partnership agreement with the partnership's principles and values, vision, mission and objectives signed by all members (if possible at the directors' level).	
✓ List of members and potential members.	
✓ Invitation letter for potential members.	
✓ Mapping of civil society members (Annex 2)	
✓ Mapping of (human, technical, financial or material) resources each organisation can bring to the partnership (Annex 3)	
✓ Draft collective strategic action plan (Annex 4)	



STEP 1. MANAGING & MAINTAINING

THE PARTNERING CYCLE - A SCHEMATIC FRAMEWORK





What is expected at this stage?

As you enter this second phase, it is important to strengthen internal structures so the partnership can deepen its engagement and achieve more. Use the table below as a checklist to assess whether you have completed all the required steps involved in this stage of partnership-building.

STAGES	MAIN STEPS	PROGRESS
Governance & Structures	✓ Governance, decision-making and internal communications structures are in place and each member knows how to contribute to the partnership's strategy.	
Governance & Structures	✓ (Co)coordinator(s) and steering committee have been elected by members. In some instances, regional coordinators have been appointed and understand their role.	
Deepening engagement	✓ Members are committed to the purpose and regularly share information and opportunities, learn from each other about the situation of child marriage in their country, as well as strategies to address the practice.	
Deepening engagement	✓ The partnership continues to strengthen and grow. According to the gaps of expertise identified in the mapping exercise (Step 1, Annex 2 and 3), it continues to reach out to potential new members and partners, increasing its visibility.	
Deepening engagement	✓ Members deepen their engagement with external partners who will help the partnership pursue its objectives.	
Delivering	✓ The partnership implements activities aligned with its collective objectives and vision, and better defines the roles of each member.	

What could go wrong at this stage and how can you mitigate these risks?

CHALLENGES	SOME SOLUTIONS	PROGRESS
<p>Unclear or no induction processes</p>	<ul style="list-style-type: none"> • Based on your partnership agreement, design a very simple and concise induction manual about the partnership which must be signed by each new member. It should include: principles and values that members need to adhere to, collective vision, mission, goals and objectives, governance structure, strategic plan, responsibilities and contributions of all members (human, technical and financial resources), commitment to seconding a staff member to meetings, etc. • Appoint volunteers in charge of inducting new members and showing where documents are saved. • During the induction meeting or call, the expectations from both parties should be made clear. This is the time to address any unrealistic expectations from members, but also to interrogate mutual values and ensure that the new member subscribes to these, understands what is expected of them and what role they can play in the partnership. 	
<p>Unclear division of roles and responsibilities</p>	<ul style="list-style-type: none"> • Define a collective strategic action plan with a clear division of roles and responsibilities between the (co)coordinators, steering committee, regional coordinators, working groups, etc. • Clearly define how each organisation is contributing to the agreed objectives and what they are bringing to the partnership, whether human (staff time), technical (expertise and experience), material (meeting venue, workshop material, furniture) or financial. • Consult our facilitation guide on strategic planning which is full of exercises and tools that will help you organise a productive strategic planning workshop! 	

CHALLENGES	SOME SOLUTIONS	PROGRESS
<p>Members are unresponsive</p>	<ul style="list-style-type: none"> Remember that the success of a partnership is dependent on the commitment and volunteerism of individuals. From induction phase, assess the willingness and ability of each incoming member to volunteer time, resources and effort to the partnership. Clarify why the partnership was formed, how it operates, what are members' unique benefits. This can be done during an information session for all members. To ensure commitment, members need to be clear about what they can expect to 'get out of' being part of the partnership. If members don't get back what they are expecting, they will likely disengage. Appoint a dedicated staff person within each organisation as focal person for the partnership, with a substitute in cases of absence or turnover. You can consider making this a condition of joining the partnership. Sending different people from an organisation often leads to lack of continuity and changing commitments from member organisations. Involve all members from the start in the development and delivery of the partnership's collective strategy, objectives and activities. Assign roles and responsibilities in an inclusive, participatory and transparent way. 	
<p>Governance structure is weak or overburdened</p>	<ul style="list-style-type: none"> Elect national coordinator(s) or chair(s) for a fixed-term mandate. Set up a steering committee or secretariat divided up in different roles (e.g. chair, secretary, treasurer). You may want to elect a co-coordinating structure to support the national coordinator(s) to provide a rapid response to urgent needs. In large countries, some partnerships decide to appoint regional coordinators who act as focal points between the secretariat or steering committee and members in their respective region. This structure allows members who are based outside the capital city to continue to engage despite the distance. 	

CHALLENGES	SOME SOLUTIONS	PROGRESS
<p>Governance structure is weak or overburdened (continued)</p>	<ul style="list-style-type: none"> Others form working groups (e.g. advocacy, resource mobilisation, communications, youth engagement) to maximise expertise and capacity as well as to share the workload. It is important that working groups have clear working agreements, objectives and principles to ensure that they have a purpose, are benefitting the group as a whole, and are not adding to the workload. Ensure that the internal terms of reference and organisational chart are shared with and understood by all members. <p>There is no one way of defining a governance structure as long as it is agreed upon democratically, is representative, transparent and equitable. For examples of governance structures, see Girls Not Brides National Partnership workshop report from 2016 or contact the Partnership team.</p>	
<p>Unclear decision-making processes</p>	<ul style="list-style-type: none"> Define clear roles among the members of the partnership. While open and wide consultation with all members is crucial for transparency, partnerships may decide to vote unanimously on major decisions (e.g. policy or expenditure), while more minor day-to-day decisions that do not directly affect the majority may be taken by a smaller committee, after informing all members. Ensure regular, easily accessible and succinct information-sharing between the members (see section below). 	
<p>Limited internal communication</p>	<ul style="list-style-type: none"> Create a mailing list for all members, for example by creating a Google group (free). Create a WhatsApp group to share updates, opportunities or urgent action points. Create an online platform accessible to all where you can save documents (terms of reference, governance organisational chart, responsibility chart, event's calendar, meeting agenda and minutes) as well as share information and opportunities. E.g. Google drive (free), Dropbox, Basecamp, Slack (all free up to a certain level). 	

CHALLENGES	SOME SOLUTIONS	PROGRESS
<p>Limited internal communication (continued)</p>	<ul style="list-style-type: none"> • Share agendas, minutes and action points before and after meetings with all members to increase transparency and accountability, allow inputs and enable those who couldn't join to remain up to date and engaged. • Coordinators save and regularly share all relevant information with members e.g. opportunities, lessons learned, meeting agenda and minutes, action points, decisions. This includes forwarding messages from the <i>Girls Not Brides</i> secretariat to all members where appropriate. • Equally, members have the duty to continue to share information to have a deeper understanding child marriage in the country or region they work in (e.g. high-prevalence areas, root causes, bottlenecks, consequences, existing solutions, key players). • Encourage members to share their successes, challenges, case studies, key events and opportunities. For instance: <ul style="list-style-type: none"> o Build in 15 minutes at the beginning of every convening to track these for M&E purposes. o Save a calendar of events and opportunities, for example in your shared Google drive. o Save a table of successes and challenges on Google drive for all to input ahead of meetings 	
<p>Difficulty in engaging the right members who will contribute to the success of the partnership</p>	<ul style="list-style-type: none"> • First, reflect on this quote: “Fill the table before you fill the tent”. This means you should engage the right people from the start: like-minded but relatively diverse people. Over time, you can bring in other groups. • Recruiting new members should be well thought through and based upon an analysis of the gaps in the membership. • Ask the <i>Girls Not Brides</i> secretariat to connect you with members from other sectors in your country. • Reach out to and induct new members, including from related sectors (e.g. education, sexual and reproductive health, nutrition, women's rights, youth, child protection, humanitarian settings). 	

CHALLENGES	SOME SOLUTIONS	PROGRESS
<p>Members cannot keep up with growing membership and induction demands</p>	<ul style="list-style-type: none"> • Map each organisation, their level of intervention and areas of expertise (Annex 2). • Think of appointing regional coordinators who will help to liaise between the steering committee and members from their respective regions. • Set up thematic working groups (e.g. advocacy, youth engagement, resource mobilisation) responsible for breaking up work plan activities and dividing the work more effectively. • Regularly update the group's mailing list. • Ask members to correspond via your shared platform rather than via email to avoid flooding your inbox. • Manage the expectations of new members and ensure that organisations that express interest in joining the partnership are clear about the reasons for joining and understand what is expected of them. • If the group becomes too large, you might want to consider defining clear minimum criteria for joining, placing a participation threshold and defining a termination policy (e.g. if a member misses three meetings in a row without notice, doesn't pay the membership fees). 	
<p>Members feel unequal</p>	<ul style="list-style-type: none"> • Acknowledging that power differentials often exist between large and smaller organisations, it is all the more important to spend time with all members - including new members during induction - in developing shared values and setting up equitable structures. • Ensure an equitable representation and meaningful participation of all members, including of women, youth-led and community-based organisations, for instance by: <ul style="list-style-type: none"> o Ensuring a gender and age balance in the membership and leadership of the group, as well as a balance between international, national and local organisations. o Putting in place inclusive governance structures in which women, youth-led and community-based organisations have equal input to other members, and have representatives on the steering committee. 	

CHALLENGES	SOME SOLUTIONS	PROGRESS
<p>Members feel unequal (continued)</p>	<ul style="list-style-type: none"> o Providing women, young people and community-based organisations with equal power and opportunities to contribute to strategic planning and workplan development processes, as well as in the implementation of activities and campaigns. o Conducting a session for members on meaningful youth participation and why it is essential for ending child marriage. <i>Girls Not Brides</i> secretariat can help you design the content of that session. • Use a clear organisational chart to present the governance and decision-making structures, as well as roles and responsibilities to all members transparently and equitably. • International organisations should be aware how their status affects the wider group. You can manage these risks by: <ul style="list-style-type: none"> o Choosing when it makes sense for international organisations to 'lead from behind' rather than play a prominent role in campaigns. o Supporting other members to develop participatory strategies that draw upon community-based organisations' deep analysis of the socio-political context. Inclusive strategy development can build cohesion and trust within the group, and help to mitigate potential for competition and conflict. • Ensure information and opportunities are shared equally with all members, benefiting smaller organisations which may not have access to these otherwise. • Developing a common theory of change can highlight how collective action, rather than the actions of one individual member, are essential to ending child marriage in the country. 	
<p>Conflicts between members</p>	<ul style="list-style-type: none"> • If there is a dispute between members, refer back to your membership agreement, code of conduct or terms of reference that should have been communicated to all members when they joined. Remind the members of the values they have committed to follow. • Put in place feedback mechanisms to air conflicts and resolve them in a timely and transparent way. For coordination, nominate a grievance procedure focal point. 	

CHALLENGES	SOME SOLUTIONS	PROGRESS
<p>Conflicts between members (continued)</p>	<ul style="list-style-type: none"> • Raise issues quickly, openly and in a non-judgemental way. • If the issue cannot be solved amicably with support from the focal point, involve the steering committee or a neutral person. 	
<p>Unclear advocacy strategy and policy messages</p>	<ul style="list-style-type: none"> • Create a smaller working group of organisations which have advocacy experience. • Carry out a stakeholder power mapping (Annex 5), writing down who your allies, opponents, targets and influencers are. • Develop advocacy objectives and activities based on your collective goals, key targets and milestones you have identified. • Develop policy messages which all members agree to. If it is difficult to reach a common agreement, members can freely choose which policy messages to sign on to. • Integrate your policy messages in a policy brief (Annex 6) addressed to your key audience. • Create an advocacy calendar with key dates and milestones which you can use at the national, regional and international levels. The <i>Girls Not Brides</i> secretariat can help you identify those key dates. • The <i>Girls Not Brides</i> secretariat can provide collective advocacy tools and possibly an in-person training. 	
<p>Lack of funding to carry out collective activities</p>	<ul style="list-style-type: none"> • Cost the partnership's strategic action plan into a simple annual budget. • Design a resource mobilisation strategy matching the partnership's workplan budget, with clear objectives, activities and a list of potential donor organisations (bilaterals, multilaterals and Embassies) addressing gender issues. • Improve your chances of getting funding by consulting our fundraising page and resource mobilisation toolkit full of practical tips and suggestions of financial partners to reach out to! • Regularly consult <i>Girls Not Brides'</i> monthly newsletters for funding opportunities. 	

CHALLENGES	SOME SOLUTIONS	PROGRESS
<p>Lack of funding to carry out collective activities (continued)</p>	<ul style="list-style-type: none"> • Some <i>Girls Not Brides</i> National Partnerships find it easier to set up a resource mobilisation working group responsible for defining a fundraising strategy, tracking funding opportunities, writing project proposals, and managing the funds of the partnership. • Asking for small membership fees is also a good way to demonstrate commitment. • But remember that partnership work requires some volunteerism and isn't an easy way to receive more funding. 	
<p>Progress is not made visible inside and outside the partnership</p>	<ul style="list-style-type: none"> • Celebrate success within and beyond the partnership. Celebrating even small successes not only keeps members engaged, it also generates momentum and interest from external partners, enhancing the partnership's credibility and sustainability. • Share progress and successes with the partners that have supported the partnership in the most appropriate format, e.g. short policy document, newsletter, bilateral meetings, events. • <i>Girls Not Brides</i> secretariat can help you at this stage! We can share examples from other National Partnerships. 	

What resources might help you to advance your collective work at this stage?

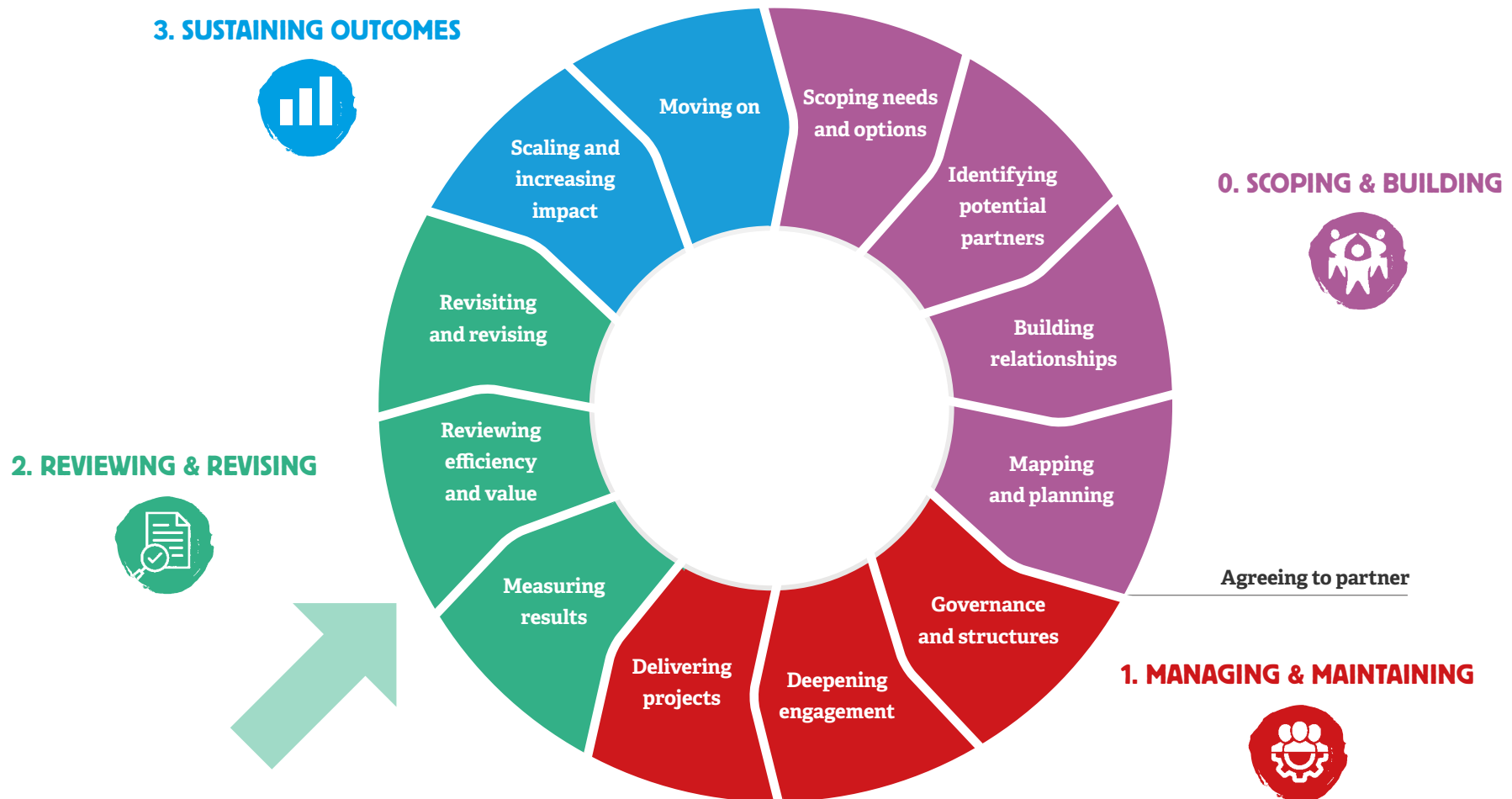
Use the checklist below to note whether you have (or not) developed the following products.

PRODUCTS	YES/NO/ IN PROGRESS
✓ Simple and concise induction manual (or detailed terms of reference) defining the partnership's rules, principles and values, collective vision, mission, goals and objectives, operating and decision-making processes, members' roles and responsibilities, membership agreements, etc.	
✓ Online platform to save partnership documents, meeting minutes, agenda, events calendar, etc.	
✓ Governance structure or organisational chart.	
✓ If relevant, working group structure and operating rules.	
✓ Internal communications structure.	
✓ Final collective strategic action plan with clear objectives, activities, roles and deadlines.	
✓ Budget and resource mobilisation strategy.	



STEP 2. REVIEWING & REVISING

THE PARTNERING CYCLE - A SCHEMATIC FRAMEWORK





What is expected at this stage?

At this stage, you have strengthened your internal structures and deepened your external engagement. You are now ready to enter the critical third stage of “Reviewing & Revising” which will help you reflect on progress achieved and make any course corrections. Use the table below as a checklist to assess whether you have completed all the required steps involved in this stage of partnership-building.

STAGES	MAIN STEPS	PROGRESS
Measuring results	✓ The partnership starts to assess its progress and to document outcomes and lessons learned (what went well, how, what didn't go so well, why, how to do things differently in the future etc.)	
Reviewing & Revising	✓ The partnership regularly reports its progress to members and partners (including <i>Girls Not Brides</i> secretariat).	
Reviewing & Revising	✓ The partnership reviews its strategic objectives to check if they are still relevant in light of internal and external factors, and revises its collective strategic action plan accordingly.	
Reviewing & Revising	✓ The partnership reviews its resource mobilisation strategy to check if it is still realistic and in line with its collective strategic action plan, and revises it accordingly.	
Reviewing & Revising	✓ The partnership regularly reviews and revises its leadership structure to enable member engagement, development and growth. E.g. (re)election of coordinators and a steering committee, as well as regional coordinators if relevant.	
Reviewing & Revising	✓ The partnership might also revise its operational structure and membership agreement, particularly if it faces challenges in member engagement, internal communications or decision-making.	

CHALLENGES	SOME SOLUTIONS	PROGRESS
<p>Challenges, successes and lessons learnt are not documented</p>	<ul style="list-style-type: none"> • It is crucial to take stock of what is working, what isn't and why. Don't be afraid to discuss challenges. This is essential to solve them in the future. • Encourage members to share examples of challenges, progress, successes, and impact. For instance: <ul style="list-style-type: none"> • Build in 15 minutes at the beginning of each meeting to reflect on the following questions, and track the answers for Monitoring and Evaluation (M&E) purposes. <ol style="list-style-type: none"> 1. What has worked well? Why? 2. What hasn't gone to plan? Why? 3. What changes are we making? 4. What are the top lessons learned, which we will revisit in the next meeting to track progress and continual learning? • Save a table of successes, challenges and impact on Google drive for all to input ahead of a meeting and re-visit these at each meeting to discuss and track progress. • Consider forming an M&E working group who can be the group's focal point for M&E. • Document successes and challenges in a format that you can share with the wider membership, <i>Girls Not Brides</i> Secretariat and external partners, e.g. annual progress report, short policy document, case study, leaflet about the partnership (Annex 7), newsletter, bilateral meetings and events. Remember, we all learn best when faced with challenges. Take time to collectively and critically reflect and document what worked well, what didn't and how you can build on this for the next project. The <i>Girls Not Brides</i> secretariat can help you design a format to fit your needs. • Record unexpected benefits yielded by the partnership, i.e. new relationships, partnerships or opportunities. • Track unexpected external challenges to the partnership, e.g. limited freedom to collectively convene public meetings or events, reduced legislative freedom with registration restrictions, burdensome reporting requirements. 	

CHALLENGES	SOME SOLUTIONS	PROGRESS
<p>Challenges, successes and lessons learnt are not documented (continued)</p>	<ul style="list-style-type: none"> • Keep track of deliverables, outputs, outcomes and impact for each activity that you carry out as a partnership – this can be done in a simple tracking table which <i>Girls Not Brides</i> secretariat can provide you with. 	
<p>Progress is not made visible inside and outside the partnership</p>	<ul style="list-style-type: none"> • Celebrate success within and beyond the partnership. Celebrating successes not only keeps members engaged, it also generates momentum and interest from external partners, ultimately enhancing the partnership's credibility and sustainability. • Share progress and successes with the partners that have supported the partnership. • <i>Girls Not Brides</i> secretariat can help you at this stage! Please do get in touch and we will be happy to share examples from other National Partnerships. 	
<p>Members do not reflect on the health of the partnership</p>	<ul style="list-style-type: none"> • It is important to take stock of the functioning of the partnership, level of engagement of members, respect of values and principles, etc. • Carry out an annual membership “health check” to provide members with the opportunity to reflect on the functioning, progress and results of the partnership against its set objectives. This feedback can help to identify emerging problems and improve satisfaction among members. This can be done by: <ul style="list-style-type: none"> o Carrying out a SWOT analysis (Annex 8) to evaluate the strengths, weaknesses, opportunities and threats of the partnership. o Doing annual satisfaction surveys, which are a list of questions sent to members to collect their feedback on the partnership. Topics could include: strategic direction of the partnership, governance and decision-making, partnership management, communications, collective activities, M&E, etc. o Filling out a self-assessment in the format of an individual scoring grid to assess progress delivering objectives. 	

CHALLENGES	SOME SOLUTIONS	PROGRESS
<p>Members do not reflect on the health of the partnership (continued)</p>	<ul style="list-style-type: none"> o These formats also help you measure progress from one year to another. The <i>Girls Not Brides</i> secretariat can send you templates. • The leadership team should convene an evaluation meeting during which all members can air their concerns, share suggestions and agree on practical next steps. 	
<p>Members disengage</p>	<ul style="list-style-type: none"> • Keep members engaged by reviewing the membership agreement, reminding members of the added value of working collectively and taking stock of progress so far. • Continue to reach out to potential new members from international, national, community-based, women's rights and youth-led organisations. • Generate interest by appointing new volunteers with the capacity to contribute to working groups or the broader strategy. • Consider new learning and capacity-building opportunities for members so that they can continue to build skills and actively engage in the partnership's work. You can use external partners, but make sure also to leverage the expertise in the group by encouraging peer-to-peer learning on different areas. The <i>Girls Not Brides</i> secretariat can help you identify opportunities to meet your needs. • Create space for sharing lessons learned where members can ask questions on developments the group have made so far and have an opportunity to input into the review and documentation process. 	
<p>Governance structure weakens</p>	<ul style="list-style-type: none"> • It might be time to review your governance structure! Review the functioning of the leadership team, regional coordinators and working groups (if applicable): assess what works, what doesn't and why. • If the leadership committee's mandate is coming to an end, or if there have been governance issues along the way, start identifying the reasons behind the issues or power struggle, identifying members who would like to volunteer their time to (co-)lead the partnership, and establishing a process for new elections. 	

CHALLENGES	SOME SOLUTIONS	PROGRESS
<p>Members are unsure how to make necessary changes</p>	<ul style="list-style-type: none"> • The <i>Girls Not Brides</i> secretariat can help you facilitate that process and share examples from other National Partnerships. • Using feedback from the “health check” or self-assessment exercise, agree on what needs to be maintained or changed, by whom, by when and with what resources. • At this stage, you might want to get feedback from external partners, donors, other civil society alliances or critical friends on the functioning of the partnership before making adjustments. External opinions often matter! If necessary, revise the partnership’s terms of reference, membership agreement, governance structure, goals and objectives, collective action plan, budget, internal and external communications channels, etc. • If necessary, proceed to a vote or elections to clarify new roles and responsibilities. 	

What resources might help you to advance your collective work at this stage?

Use the checklist below to note whether you have (or not) developed the following products.

PRODUCTS (PLEASE CHECK WHETHER DEVELOPED, NOT DEVELOPED YET, OR IN PROGRESS)	YES/NO/ IN PROGRESS
✓ Annual progress report, short policy document, case study, newsletter, leaflet about the partnership, etc. whichever format is most appropriate to document and share progress with members and external partners	
✓ Annual financial report	
✓ Clear Monitoring & Evaluation framework and process	
✓ Revised goals and objectives in light of external agendas and key dates	
✓ Revised strategic action plan for the current and upcoming year	
✓ Revised governance structures or organisational chart	
✓ Revised membership agreement	

ANNEXES: TOOLS & TEMPLATES

ANNEX 1: ARE YOU READY TO WORK AS PART OF A PARTNERSHIP?

Working in partnership with other NGOs in a coalition or platform should be a careful decision for your organisation. There are many benefits to working collectively with other NGOs, however there will also be risks and implications for your organisation.

The questions below can help you to decide whether to go ahead with working with a particular coalition or platform. It is important to discuss these questions collectively with all relevant staff members in your organisation who might be involved or affected by a decision to engage with this coalition/platform.

Tick yes or no for each question or statement, or respond in the comments box below.

QUESTION	YES	NO	UNSURE	COMMENTS OR OUTSTANDING AREAS FOR DISCUSSION
1. The added value of working with other NGOs in this coalition is clear.				
2. Involvement in this coalition fits with our organisational mandate and the strategic plans for our organisation.				
3. Being involved with this coalition will bring significant value to my individual organisation.				
4. The risks are low or can be mitigated.				
5. My organisation can commit sufficient staff time and/or resources to this partnership/coalition. Please note that resources do not need to be financial – can include expertise, office space or other non-financial inputs.				
6. Senior members of staff in my organisation support getting involved in this partnership/coalition.				
7. We have the right members in the partnership/coalition to be able to carry out effective work together.				

Decision: Go ahead Gather more information Decline

ANNEX 2: MEMBER MAPPING TEMPLATE

ORGANISATION NAME	CONTACT PERSON (NAME AND EMAIL ADDRESS)	ORGANISATION TYPE INGO, NATIONAL NGO, CBO/ GRASSROOTS GROUP, FAITH-BASED ORGANISATION, WOMEN-LED, YOUTH-SERVING, YOUTH LED*	SIZE OF ORGANISATION – NUMBER OF EMPLOYEES	WHERE DOES YOUR ORGANISATION WORK?	WHAT APPROACHES IS YOUR ORGANISATION USING TO ADDRESS CHILD MARRIAGE? E.G. EDUCATION, HEALTH, CHILD PROTECTION, LIVELIHOODS, LEGAL RESPONSES,	WHO ARE THE KEY NATIONAL/ GOVERNMENTAL STAKEHOLDERS YOU'RE WORKING WITH (E.G. MINISTRY OF GENDER, MINISTRY OF HEALTH, MINISTRY OF EDUCATION, POLICE, CHILD PROTECTION UNITS, GENDER DIVISION, UNICEF, UFPA, ETC.)	WHO ARE YOUR KEY ADVOCACY TARGETS? E.G. PARLIAMENTARIANS, LOCAL GOVERNMENT, LOCAL COMMUNITY LEADERS, PARENTS AND FAMILIES, NATIONAL GOVERNMENT

* (A youth-serving organisation targets youth as the primary recipient of its work. It may not necessarily include young people in strategic decision-making positions or in its internal governance).

** (A youth-led organisation takes things a step further – young people play a leading role in guiding the work of the organisation in the management, strategic development and all other aspects of the work of an organisation).

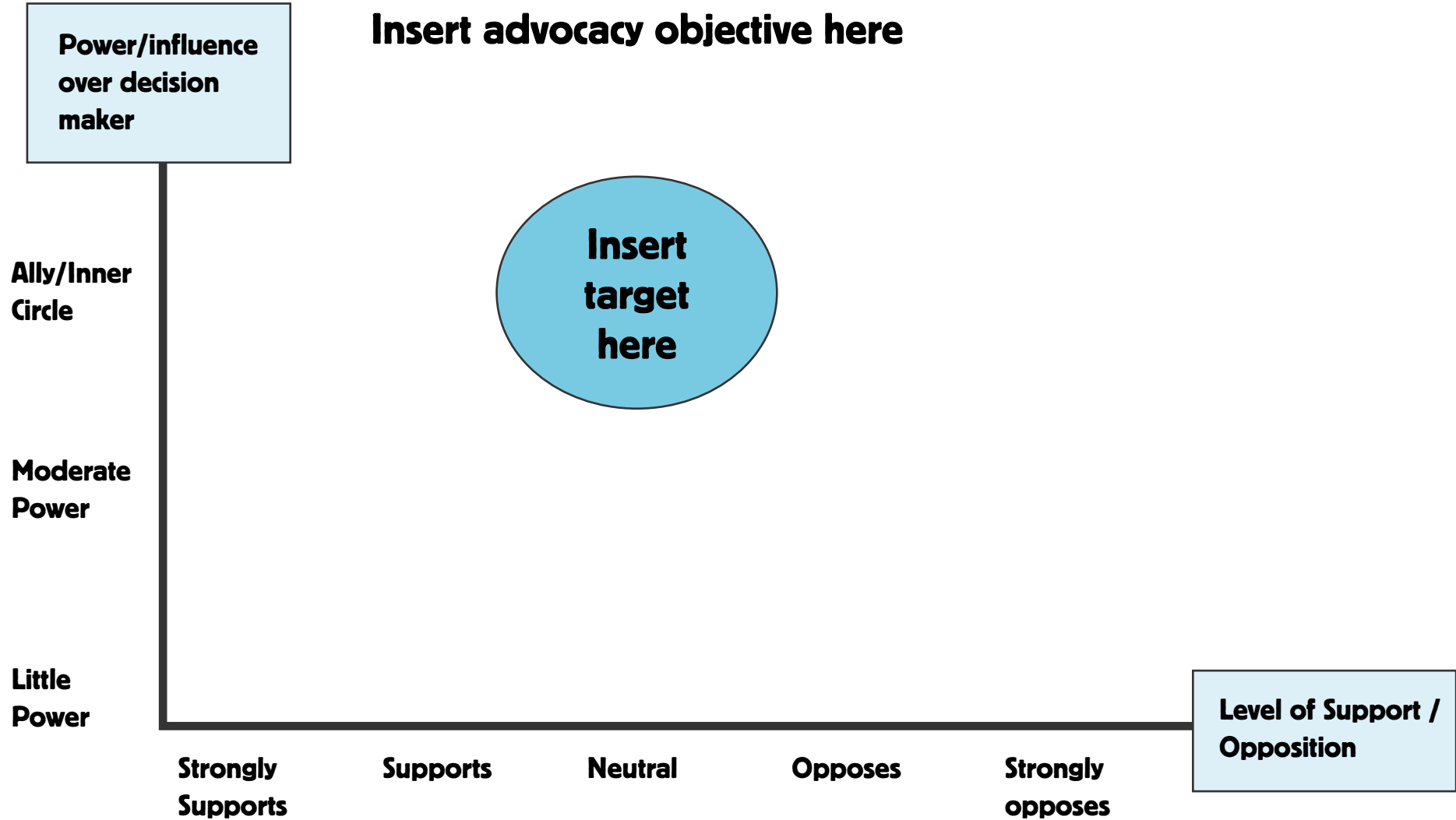
ANNEX 3: MAPPING RESOURCES MEMBERS CAN BRING TO THE PARTNERSHIP

Organisation name and contact person	Information (Statistics, legislative frameworks, research, data)	Meeting rooms or conference venues	Material resources (transport, furniture, stationary, food, equipment, etc.)	Thematic expertise (gender, education, health, legal services, child and women's rights, etc.)	Technical expertise (project proposal writing, resource mobilisation, advocacy, capacity-building, management, etc.)	Relationships (government, donors, regional economic bodies, parliamentarians, UN agencies, Embassies, religious and traditional leaders, media, civil society networks, youth, women and girls networks, communities, etc.)	Human resources (technical or thematic specialists, communications, administrative support, treasurer, interns, volunteers, etc.)

ANNEX 4: ACTION PLAN TEMPLATE

OBJECTIVES (INTERNAL + EXTERNAL)	WHAT DO WE NEED TO DO?	BY WHEN?	WHO SHOULD WE INFLUENCE?	WHO'S RESPONSIBLE?	WHAT RESOURCES DO WE NEED?
OBJECTIVE 1	ACTIVITY 1.1. ACTIVITY 1.2. ACTIVITY 1.3				
OBJECTIVE 2	ACTIVITY 2.1. ACTIVITY 2.2. ACTIVITY 2.3				
OBJECTIVE 3	ACTIVITY 3.1. ACTIVITY 3.2. ACTIVITY 3.3				
OBJECTIVE 4	ACTIVITY 4.1. ACTIVITY 4.2. ACTIVITY 4.3				
OBJECTIVE 5	ACTIVITY 5.1. ACTIVITY 5.2. ACTIVITY 5.3				

ANNEX 5: STAKEHOLDER POWER MAPPING TEMPLATE



ANNEX 6: PUTTING TOGETHER A POLICY BRIEF

Policy brief structure

- **Title** - keep it snappy, short and informative.
- **Executive Summary** – 2-3 sentences summing up the entire brief. Use recognisable buzzwords and emphasise the relevance of the research to policy to draw the policy actor's attention to read on.
- **Context and scope of the problem** - Explain the policy issue and why it is particularly important or current. This section aims to convince the reader of the necessity of policy action.
- **Policy implications and alternatives** - This section discusses the current policy approach and explains proposed options. It should be fair and accurate while convincing the reader why the policy action proposed in the brief is the most desirable.
- **Policy recommendations** - Try and make only one feasible policy recommendation. If you are making more than one recommendation, differentiate them clearly e.g. in bullet points and keep it to three maximum.
- **References and suggested sources** - Use references sparingly and suggest a few additional sources at the end to give either background or more detail to the policy issue.
- **Acknowledgements, author details and disclaimers** - Detail any funding used for the research, note down the author's current positions and contact details, if the policy brief is being produced by an institution a disclaimer may be needed

PUT YOUR ORGANISATION'S LOGO HERE
PUT THE DATE HERE SO THE READER KNOWS HOW RELEVANT THE INFORMATION IS

A Title that tells the reader what the Policy Brief is about and inspires them to read further

Introduction
The **STRONG** introduction should begin with an overview of the issue or problem and a summary line about why it is important that this issue or problem is addressed.

The go on to give detail about the **background context**. This could be international and/or national context behind the issue. Think in relation to international conventions and agreements, such as the MDGs; Abuja Declaration; WHO Commitments and national policies like NCDs; EBHP; EHP; Health SWAp and other recent policy announcements. This will enable the reader to understand the importance of addressing this issue.

Remember that most people will only glance over the introduction for a few seconds, so you need to convince them that this is important and interesting so that they are encouraged to read on.

Summary
You should then summarise the issue and/or research that you are referring to. This is not an Executive Summary of the main research though. A policy brief must advance a persuasive argument in a concise, clearly organized fashion. A policy brief does not include a lengthy analysis or review of the literature. This must be a summary of the research findings in relation to current policy and the international/national context mentioned above.

A detailed analysis is then needed in order to give the reader an understanding of what is working well at present, what the shortfalls of the current policies are, and what needs to be done in order to make a positive change. The analysis must be **evidence based** from your organisation's own literature and other sources, to enhance your perspective and support your recommendations. You must make sure that it is **precise and relevant** to the issue you are trying to address.

PUT YOUR ORGANISATION'S LOGO HERE
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Recommendations
This is the most crucial part of the document. You must make **CLEAR** and **FIRM** recommendations of what must be changed in order for the issue to be addressed and the organisation's goals to be achieved. Always try to relate the recommendations to your organisation's key aims in order to ensure consistency in our messaging.

Conclusion
A **PERSUASIVE** conclusion is very important. It should be a short summary of why it is important that these recommendations are met. Remember that this is the last information that will be read, so make sure it is memorable and influential so that the reader doesn't forget what must be done.

For More Information
For further information on this issue or to request a copy of the research, please contact XXXXXXXXXXXX.

ANNEX 7: ACHIEVING A SHARED GOAL: NATIONAL CIVIL SOCIETY COALITION UNITING TO END CHILD MARRIAGE IN <COUNTRY>

Achieving a shared goal:

National civil society coalition uniting to end child marriage in <country>

Background

Burkina is one of the countries with the highest child marriage rates in the world. 52% of girls in the country are married before the age of 18, and 10% of them before they turn 15.

Rates of child marriage vary considerably between regions and across the country: 86% in the Sahel region, 76% in the East, 45% in the Boucle du Mohun and 27% in the Centre Ouest. The practice is driven by social traditions, poverty, lack of education, and a weak legal framework.

Child marriage highly reinforces gender inequality and discrimination, particularly against girls. It has severe consequences on girls' health and well-being, jeopardises their education and economic participation to society.

The Government of Burkina Faso has ratified several international human rights conventions and agreements and shown strong commitment around the issue. It has also launched of the African Union Campaign to end Child Marriage in 2015 and developed a National Strategy for the Prevention and Elimination of Child Marriage in 2016. Despite all these engagements and the prohibition of child marriage in the country, the laws are not enforced and there is a critical gap in implementation.

This had led to a strong civil society movement, aiming to accelerate the end of child marriage in Burkina Faso.

About the National Child Marriage Coalition

Launched in 2013, the National coalition to end child marriage in Burkina (CONAMEB) is an independent network of 60 associations, local and international NGOs, working on different women's rights issues across the country. It is coordinated by Association d'Appui et d'Eveil Pugsada (ADEP), with the support of Voix des Femmes and the MBDHP (Burkinabe Movement for Human and Peoples' Rights). The strength of the coalition lies in the wealth of expertise and geographical breadth of its members, representing all the regions of the country. The members work together to share resources and information, educate girls and communities about girls' rights, and speak in a collective voice to bring child marriage on top of the country's political agenda and influence legislation. CONAMEB also acts as a watchdog, to ensure that the Governments' commitments are fulfilled.

The Coalition contributes to the efforts of the Government to implement the National Strategy for the Prevention and Elimination of Child Marriage through its activities, both at the national and provincial level.

Highlights

Since its inception, the Coalition has made significant strides to advance the child marriage agenda in Burkina. Below are a few highlights of the Coalition:

- Generation of increased knowledge, awareness, stakeholders' engagement and synergy at community, provincial and national level
- Contribution to the creation of the national multi-sectoral platform against child marriage

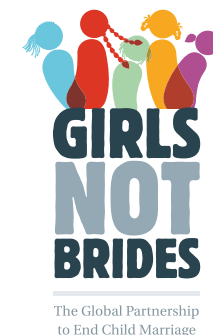
- Participation in the development of the National Strategy to end Child Marriage in Burkina
- Acceleration of the legislative process and lobbying parliamentarians around the Family and Persons Code to raise the legal age of marriage at 18, without reservations
- Spurring the revision of the Penal Code to forbid all forms of unions, including traditional and religious unions, of girls under 18
- Promotion of the harmonised implementation of the legislations for women and girls
- Collaboration in a capacity strengthening workshop for the First Lady and 6 Ministers' wives on child marriage, hosted by Voix des Femmes and UNICEF
- Building the capacity of the media to understand and raise the issue of child marriage through different channels in partnership with UNICEF and UNFPA
- Strengthening its collaboration with the *Girls Not Brides* Partnership
- Increasing visibility and credibility following its participation in the High-Level Meeting on Ending Child Marriage held in Dakar in October 2017
- Demonstrating the ability and commitment to reach girls in the last mile at risk and victims of child marriage
- Developing a concrete action plan for to contribute to the Government's National Strategy for 2018

Partnerships

CONAMEB has established strong partnerships with several Ministries, parliamentarians, UNICEF, UNFPA, and key traditional and religious leaders. It consults and works with vulnerable girls through safe spaces and legal clinics, and leverages opportunities to integrate multi-stakeholders' efforts on child marriage to increase the impact of its work. The Coalition is reinforcing its governance structure and is currently in the process of applying to become a *Girls Not Brides* National Partnership.

Through its partnership with UNICEF and UNFPA, CONAMEB has benefited from technical and financial support in 2017. It has set up a Resource Mobilisation working group with the aim to seek funding and new opportunities to implement its 2018 action plan.

<p style="text-align: center;">STRENGTHS (INTERNAL)</p> <p>Membership of the group (diversity?)</p> <p style="padding-left: 40px;">Leadership</p> <p style="padding-left: 40px;">Governance structures</p> <p style="padding-left: 40px;">Skills / resources available to the group (financial and non-financial)</p> <p>Allies and partnerships (policy makers, donors, other parts of civil society)</p> <p style="padding-left: 40px;">Financial management and Sustainability</p> <p style="padding-left: 40px;">Administration</p> <p style="padding-left: 40px;">Visibility</p> <p style="padding-left: 40px;">Political Credibility</p> <p>Levels of member engagement in work of the partnership</p> <p style="padding-left: 40px;">Internal communications across the partnership</p> <p style="padding-left: 40px;">External communications with e.g. public, media</p> <p>Accountability structures – clear sense of who the partnership is accountable</p> <p style="padding-left: 40px;">Monitoring and evaluation</p>	<p style="text-align: center;">WEAKNESSES (INTERNAL)</p> <p>Membership of the group (diversity?)</p> <p style="padding-left: 40px;">Leadership</p> <p style="padding-left: 40px;">Governance structures</p> <p style="padding-left: 40px;">Skills / resources available to the group (financial and non-financial)</p> <p>Allies and partnerships (policy makers, donors, other parts of civil society)</p> <p style="padding-left: 40px;">Financial management and Sustainability</p> <p style="padding-left: 40px;">Administration</p> <p style="padding-left: 40px;">Visibility</p> <p style="padding-left: 40px;">Political Credibility</p> <p>Levels of member engagement in work of the partnership</p> <p style="padding-left: 40px;">Internal communications across the partnership</p> <p style="padding-left: 40px;">External communications with e.g. public, media</p> <p>Accountability structures – clear sense of who the partnership is accountable</p> <p style="padding-left: 40px;">Monitoring and evaluation</p>
<p style="text-align: center;">OPPORTUNITIES (EXTERNAL)</p> <p style="padding-left: 40px;">Political</p> <p style="padding-left: 40px;">Funding</p> <p>Opportunities to collaborate with other actors</p> <p style="padding-left: 40px;">Media and public support</p> <p style="padding-left: 40px;">Programming</p> <p style="padding-left: 40px;">Research and evidence</p>	<p style="text-align: center;">THREATS/RISKS (EXTERNAL)</p> <p style="padding-left: 40px;">Social risks</p> <p style="padding-left: 40px;">Political risks</p> <p style="padding-left: 40px;">Economic risks</p> <p style="padding-left: 40px;">Environmental risks</p>



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***Girls Not Brides* is global partnership of over 1000 civil society organisations from more than 95 countries committed to ending child marriage and enabling girls to fulfil their full potential.**