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# Global Partnership to End Violence Against Children

Zero Draft Strategy

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September 2015

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As part of the new sustainable development agenda, the world's governments will make a commitment to ensuring that **all people live in peaceful, just and inclusive societies**.

They will set ambitious targets to be delivered by 2030, in order to deliver the vision of a world where **every child grows up free from violence and exploitation**.

The Global Partnership to End Violence Against Children will help deliver this vision. Based on a commitment to the rights of children, it will turn the belief that **no violence against children is justifiable and all violence is preventable** into a compelling agenda for action.

This strategy explains how we plan to **prevent and respond to violence against children over the next five years**.

It will provide a platform to **accelerate efforts to make girls and boys safe in the future**, with the aim of delivering targets to end all forms of violence against children by 2030.

This zero draft strategy is based on **extensive consultations and research**, and a range of background and working papers.

It is intended to catalyse **further debate and discussion**. Feedback from formal and informal consultations will be used to strengthen the partnership's design ahead of its launch in early 2016.

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# Global Partnership to End Violence Against Children



## Partnership Overview: Strategy 2016-2020

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# One: Starting Points

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## Starting points

# Why we need a new partnership

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### From aspiration to delivery

Violence against children was excluded from the Millennium Development Goals (MDGs), and this proved to be a significant constraint on the achievement of child survival and development goals. Governments have used the Sustainable Development Goals (SDGs) to correct this deficit, but targets to prevent violence and protect children will be meaningless unless they are matched by a commitment to invest in prevention and programme responses. The Global Partnership to End Violence Against Children will work with countries to help turn their commitments into action.

### Working for all children

SDG16.2 and other related targets cover all forms of violence against children (0-18 years), including physical and sexual violence, mental violence and psychological abuse, and neglect or negligent treatment. The partnership will tackle violence in all settings, including the home and family, schools and institutions, in communities and public spaces, and in all countries, given the universal nature of the SDGs.

### Focusing on the most vulnerable

Children who are disadvantaged or discriminated against as a result of their gender, income, class, ethnicity, religion, or disability are most likely to experience violence, while violence makes children much more likely to be left behind by the new development agenda. Children who are exposed to violence in conflict or other humanitarian emergencies are at the greatest risk, due both to the direct and indirect impacts of violence. This is especially true for children who are refugees, internally displaced or stateless. The partnership will strive to ensure the needs of these children are no longer neglected.

*“We call upon all the governments to fight against terrorism and violence.*

*To protect children from brutality and harm.”*

*Malala Yousafzai, Nobel Laureate*

## The 2030 Agenda For Sustainable Development

“The 17 Sustainable Development Goals and 169 targets which we are announcing today demonstrate the scale and ambition of this new universal Agenda...

We are determined to foster peaceful, just and inclusive societies which are free from fear and violence. There can be no sustainable development without peace and no peace without sustainable development...

We envisage a world... which invests in its children and in which every child grows up free from violence and exploitation.”

## End violence against children...

- 16.2** End abuse, exploitation, trafficking, and all forms of violence against and torture of children
- 5.2** Eliminate all forms of violence against all women and girls in public and private spheres, including trafficking, and sexual and other types of exploitation
- 5.3** Eliminate all harmful practices, such as child, early and forced marriage, and female genital mutilation
- 8.7** Elimination of the worst forms of child labour, including slavery and human trafficking recruitment and use of child soldiers, and by 2025 end child labour in all its forms
- 4.a** Provide safe, non-violent, inclusive, and effective learning environments for all
- 4.7** Ensure that all learners acquire knowledge...[for] promotion of a culture of peace and non-violence

## ...reduce the impact of violence in their families and communities...

- 16.1** Significantly reduce all forms of violence and related death rates everywhere
- 11** Make cities and human settlements inclusive, safe, resilient and sustainable

## ...and ensure access to fair and effective institutions and to justice for all

- 16.3** Promote the rule of law at the national and international levels, and ensure equal access to justice for all
- 16.9** Provide legal identity for all, including birth registration
- 16.a** Strengthen relevant institutions... to prevent violence

*Some targets have been condensed, for the full versions refer to the Open Working Group on Sustainable Development Goals' Outcome Document. Available at [https://sustainabledevelopment.un.org/content/documents/7888TRANSFORMING%20OUR%20WORLD\\_final.pdf](https://sustainabledevelopment.un.org/content/documents/7888TRANSFORMING%20OUR%20WORLD_final.pdf)*

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## Starting points

# Working together to prevent and respond to violence

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**“** *We know what works to prevent violence in our homes, schools and workplaces and on our streets and playgrounds.*

*We should take inspiration from governments which have demonstrated success in reducing violence by taking the steps needed.*

*They have shown us that indeed violence is preventable.* **”**

*Margaret Chan, WHO  
Director-General*

### **A strong partnership**

The new partnership offers the opportunity for everyone who believes in ending violence against children to come together, combine their efforts and maximise their impact. Governments, international organisations, NGOs and civil society, academia, the private sector, and children themselves can all find a place in this collective endeavour. Each of these stakeholders can make a valuable contribution and this will be reflected in the partnership's governance arrangements.

### **A focus on solutions**

Many stakeholders are already working to eliminate violence. However, these efforts have not always been well coordinated and supported and few were global in scope. The partnership's national and global added value will come from its multi-sectoral convening and coordinating role – providing a space at both national and global levels where different actors from different sectors can come together to achieve common goals. Our emphasis will be on developing, assessing and sharing solutions, ensuring violence prevention becomes a global policy priority and more is done to respond to the needs of child survivors of violence.

### **An outward looking partnership**

We will only succeed if we can transcend current sectoral and disciplinary boundaries. The solutions to violence can only be delivered at scale if the energies, skills and resources of all parts of society are harnessed. This means reaching out to all those who work for children, either professionally or on a voluntary basis, whether from government, civil society, or the private sector. Connections must also be strengthened with those working to end violence against women and girls, and against young adults; those who aim to reduce conflict and strengthen fragile societies; and those who strengthen justice systems and other institutions.

## Why do we need to act to end violence against children?

In all countries, the **scale of violence** against children is unacceptable.

Landmark reports – global, regional, and national – mean this **epidemic** can no longer be ignored.

Every five minutes, a child is **killed by violence**.

Without adequate support, survivors face **long-term impacts** on their physical and cognitive development, economic prospects, and ability to lead fulfilling lives.

Violence against children **corrodes societies**, undermining relationships and destroying trust in institutions.

It reduces children's **potential**, and decreases the economic return we get from investment in their health, education, and nutrition.

## Why is now the right time to act?

The **Sustainable Development Goals** include a target to end all forms of violence (SDG16.2).

Targets have also been agreed on gender-based violence, child labour and the recruitment of child soldiers, and other **abusive practices**.

The SDGs include a broader commitment to building **peaceful and inclusive societies** in which children can thrive.

They will **accelerate action** to build justice systems that are accessible to all, and the effective, accountable and inclusive institutions on which children depend.

A growing **body of evidence** shows us how we can make societies safer for children.

With the right laws, systems, policies, and investments, we can **break cycles of abuse** that lead to repeated victimisation and fuel the epidemic of violence.

## If not now, when?

If we work together, we can turn aspirational goals and targets into a **coherent agenda for action** to end violence against children.

If we put the needs of children at the centre of this agenda, we can help **countries work together** to tackle violence at home and to confront growing threats that transcend borders.

If we are prepared to innovate and to discard outdated assumptions, we can enlist all **parts of society** in making children safe.



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## Starting points

# What the partnership can deliver in five years

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In five years, we believe we can make important steps forward in establishing violence prevention as a policy priority, within a growing number of countries and globally. We believe we can begin to create a virtuous cycle where measurable reductions in violence help create political will for greater efforts to prevent and address violence, further strengthen the case for investment, and increase the capacity to implement evidence-based strategies. And we believe we can start to build a powerful movement that will work to keep children safe and in which children will themselves play a central role. To achieve this, our strategy must:

### Be driven by results

The partnership must live up to the ambition of the SDGs and be based on a convincing theory of change for how it plans to help countries deliver measurable reductions in violence. It needs to generate sufficient ‘quick wins’ by 2020 if it is to convince growing numbers of governments and partners from all sectors to focus their energies on SDG16.2 and other related targets.

### Set priorities

The partnership must be comprehensive, given the SDG16.2’s focus on ending all forms of violence in all countries. But it must also be realistic about what can be achieved in five years, bearing in mind that “the essence of strategy is choosing what not to do.” Any new partnership must be based on a clear value proposition, and identification of the comparative advantage that will allow it to build on and complement existing work.

### Tell a powerful story

The strategy should set out a resonant narrative that brings stakeholders together and helps them work towards common goals. It must have been developed through a process that ensures its legitimacy among those who have long worked to end violence against children. But it must also convince and motivate those who have not previously believed that preventing violence is a priority.

*“Whenever and wherever children are harmed, our outrage and anger must be seen and heard.*

*We must make the invisible visible.*”

*Anthony Lake, UNICEF Executive Director*

— Where we will start from in 2016

**Violence against children: we can prevent it**

Growing awareness of the scale of violence against children

Countries increasingly have data that allows them to track trends in violence against children

**The problem**

Many governments and institutions feel increased pressure to act

Governments are held accountable for delivering SDG16.2 and other targets

Commitment to investing and implementing solutions remains weak

Violence prevention is a global policy priority

**Political will**

Political and cultural barriers make some issues too hard to tackle

Societies are increasingly prepared to confront the most contentious problems

The evidence base is improving for what works to prevent violence

Strong alignment around a common set of violence prevention strategies

**Solutions**

But policymakers often do not know what works, why, and at what cost

Evidence base for what works is now strong

Few countries have a comprehensive approach to ending violence

A growing number of countries are creating the frameworks, systems and plans needed to keep children safe

**Delivery**

Strategies are fragmented, underfunded, and split across sectoral siloes

They are investing in implementing prevention programmes at scale

**Violence against children: an intractable problem**

— Where we want to be in 2020 —

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# Two: The Approach

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The partnership's strategy is based around a positive vision, a clear mission, and principles that will guide how partners will work effectively together.

It explains what the partnership will deliver globally, how it will make a difference in country, and the steps it will take to promote international cooperation between countries.

The partnership can only succeed if it inspires a broader movement to work together to end violence against children.

Finance and resources, data and evidence, and monitoring and evaluation are the key enablers for delivery of the strategy.

## **Vision**

The partnership's proposed vision statement is a long-term articulation of what we aim to achieve. It is drawn from the 2030 Agenda for Sustainable Development, which is endorsed by all countries, and reflects the inspiration provided for the partnership by the SDGs.

## **Mission**

The proposed mission explains how we plan to achieve the vision, by preventing and addressing violence, and doing so in a way that achieves measurable reductions in the levels of violence a society experiences.

## **Working together**

Our principles make it clear that we will put children first, and will hold ourselves to high standards in the delivery of our strategy.

## **Communicating across cultures**

The proposed vision, mission and principles will be tested in all UN languages and be the subject of consultation before they are finalised. We will also explore their resonance with communication professionals as part of a process that will consider the name and branding of the partnership.

## **Vision**

**A world in which all children - girls and boys alike - grow up free from violence and exploitation**

## **Mission**

**We support the efforts of those seeking to prevent violence, protect childhood, and help make societies safe for children**

## **Our Partnership's Principles**

- Rights focused** All children have the right to be protected from violence
- Child centred** Children's rights and needs are our primary focus. We support children as leaders against violence
- Universal** All countries, and all parts of society, must take responsibility and be accountable for ending violence against children

## **How We Work Together**

- Inclusive** We provide a platform for partners from across the world to work together to prevent and respond to violence, based on trust and mutual respect, between organizations of all sizes and people of all ages
- Results** Partners are individually and collectively accountable for the safety of children. We support those whose leadership in preventing and addressing violence is based on evidence of what works
- Transparency** We build trust by sharing information and consulting widely, and being open about our failures as well as our successes
- Learning** We are prepared to do things differently, to respond to new threats to children, to share lessons and to improve

In its early years, the partnership's main role will be to act as a convener and catalyst.

Our task is to create much greater awareness of what works to make children safe and to help societies use this knowledge to solve the problems they face in preventing and addressing violence.

We will unite the international community behind a common approach to preventing violence against children and persuade governments to tackle violence against children with the same determination and investment that has been applied to communicable diseases and malnutrition.

By making violence prevention a global policy priority, we will inspire a growing movement that will take urgent action to confront the threats children face, transforming the way that societies respond to violence.

## **The building blocks**

An immediate priority is to work with partners to develop consensus around the policies and programmes that are most effective for preventing violence, building on the leadership shown by governments, the United Nations, civil society, and other partners in strengthening the evidence base in recent years.

We will use the best of this evidence to agree a set of 'building blocks' for violence prevention ahead of our launch, using them to inspire and guide all partners who are working to make children safe.

## **Deepening the debate**

We will use the 'building blocks' to share knowledge on how countries can most effectively deliver SDG16.2 and other targets and develop robust data, evidence, and monitoring & evaluation plans to end violence against children.

During our first five years, we will also continue to encourage increased investment in the evidence, and to support promising new interventions and approaches which bring about measurable reductions in the violence children face.

In particular, we will expand our understanding of the different challenges of tackling violence against girls and against boys, and of how to protect children in fragile situations where institutions and systems are weakest.

## **Increasing ambition**

By demonstrating success in different national settings, we will increase confidence that solutions to violence exist and deliver benefits that comfortably exceed their costs.

This will put us in a strong position to ask for increased commitment and investment from governments and other partners.

## — The building blocks

The 'building blocks' for violence prevention will sit at the heart of the partnership's strategy.

Work is already underway to create consensus behind a package of policies, programmes and other interventions for preventing violence against children.

A multidisciplinary group of experts will review evidence for what works and use it to identify cost effective and innovative solutions.

Taken together, the new package will provide a comprehensive and integrated approach that will empower any country that wishes to be at the forefront of the movement to end violence against children.

The following areas give an idea of the ground that is likely to be covered by the core package.

1

### **Social norms**

Leadership and campaigns that challenge the legality, social acceptance and tolerance of any forms of violence against children

2

### **Legal protections**

Laws that protect children from all forms of violence and offer them access to justice

3

### **Relationships**

Support for parents, caregivers, families and peers to create a safe and nurturing environment for children

4

### **Resilience**

Development of children's life skills, and support for their role in advocating for their rights and responding to violence

5

### **Services**

Provision of better care and support for child victims and survivors of violence

6

### **Early intervention**

Action to reduce the risk of violent behaviour and offending, and to break the cycle of violence

7

### **Risk reduction**

Mitigation of risk factors that lead to high levels of violence (for example, drugs and alcohol, guns and knives, witnessing violence, etc.)

8

### **Data and evidence**

Collection of the data needed to track trends and the evidence needed to establish cost effectiveness

Through the SDGs, all countries have made a commitment to ending all forms of violence against children.

The partnership will therefore work with all governments who are serious about delivering this commitment and will seek to persuade others that cost effective solutions exist. We will also provide a platform for leaders from all sectors who are prepared to stand up for children's right to live a life free from fear of violence.

In our early years, however, the partnership will also support the efforts of a smaller group of 'pathfinders' – countries that wish to be at the forefront of designing and implementing new approaches to preventing and responding to violence against children.

Over the coming months, we will work with potential pathfinders to explore their leadership role in the partnership.

## **Pathfinder countries**

Pathfinder countries will be those whose leaders are prepared to step up for children and who are committed to accelerating efforts to make children safe.

By pioneering new approaches to delivering SDG16.2 and related targets, pathfinders will ensure that child victims of violence are no longer marginalised by the global development agenda.

They will confront the many factors that leave children vulnerable to violence, assess evidence for what works, and bring together the partners and investment needed to make their societies safer.

Given the universal nature of the agenda, pathfinders will represent a broad spectrum of countries, and marginalised populations will be targeted in all countries.

## **Expanding the movement**

The initial group of pathfinder countries is likely to be quite small. It will take time for countries to build the political will, plans, and partnerships necessary to play a leadership role as a 'champion for children.'

We are convinced, however, that strong country ownership, and a focus on results and evidence, will create a virtuous cycle where success breeds further success.

The partnership will use its convening power to help the movement against violence to spread both within and between countries, as the early pathfinders demonstrate what can be achieved.



### Who?

- Heads of government and senior ministers who have made SDG16.2 and related targets a priority
- Signed up to the partnership's principles, including a strong role for children
- Willing to bring society together to create and deliver reductions in violence
- Ready to act urgently, and innovate, using roadmaps to identify and focus on clear priorities
- Committed to 'act and learn', delivering quick results while working on long run policies

### Why?

- Join other countries at the head of a global movement to end violence against children
- Access information on new approaches, models and methods for preventing violence
- Be supported to develop a national partnership that brings together all sectors
- Receive catalytic funding for pilots and experimental ideas where resources are a constraint
- Share experience with other pathfinders and have success celebrated internationally

### How?

- Analyse the urgent threats facing children, and local and national potential to prevent these
- Align partners behind a set of priorities, drawing on existing strategies or creating a new roadmap
- Agree a limited set of measurable indicators to assess progress
- Produce regular, reliable data (as close to real time as possible) for each of these indicators
- Register their commitments to addressing violence, and establish, conduct and publicise regular reviews to take stock of progress

## Pathfinder Countries

An important role for the partnership will be to help countries work together more effectively to tackle violence against children.

Children face growing threats that transcend national borders and that cannot be tackled by any government acting on its own. The universal nature of the SDGs should encourage cooperation and learning between countries.

At present, there is no international forum for countries to come together and explore the most effective strategies for ending violence against children. This makes it hard to establish standards and norms, slows the dissemination of models and best practice from country to country, and has left the violence prevention and child protection fields fragmented and under-resourced.

## **Transnational threats to children**

Children face a number of transnational threats. Examples include the trafficking of children, links between global supply chains and child labour, the regional nature of many of the conflicts and humanitarian emergencies that affect children, and the growing threat posed by online sexual exploitation.

Conflict and crisis has led to increased flows of child refugees (as well as those displaced within their countries).

Ahead of its launch, the partnership will explore with partners where it can add value to existing campaigns and initiatives to tackle these threats, and also how it can increase capacity to respond to new and emerging threats, and to emergencies.

## **Sharing knowledge**

The partnership can play an important role in sharing knowledge of best and promising practices.

We will run a Solutions Summit on proven strategies to address violence in 2017 and will then move towards a regular forum for all those working to end violence against children.

## **Flagship initiatives**

Although responses to violence must be tailored to the local context, innovations can spread from country to country (telephone helplines for children to report abuse is a noteworthy example).

In 2016, the partnership will explore the case for launching one or more global initiatives that will demonstrate the potential for innovative approaches to preventing violence.



# End Violence against children

## The 2017 Solutions Summit

The Global Partnership to  
End Violence Against Children

The High Level Political Forum in 2017 will provide a critical opportunity for the international community to review implementation of the SDGs. It also provides a milestone for the partnership to ensure that delivery of SDG16.2 and related targets is well underway.

Ahead of the HLPF, we will run a Solutions Summit, which will be the largest ever global gathering of those working to end violence against children. The summit will bring together pathfinder countries, international and national experts, and leaders from the movement to end violence against children. Children themselves will play a prominent role.

The purpose of the Solutions Summit will be to advance violence prevention as a global policy priority, and to raise the profile of the most cost effective solutions for preventing and responding to violence.

The summit will represent the culmination of the partnership's first year of work and will be preceded by smaller events exploring specific problems and threats to children and solutions to these threats.

### - The Solutions Summit will

- 1** Bring together the movement against violence, inspiring it to accelerate action to protect children
- 2** Present and review the building blocks for violence prevention, a year after their launch
- 3** Showcase the commitments made by pathfinder countries, enabling them to share their experiences with the world
- 4** Launch one or more flagship global initiatives that demonstrates the potential for new approaches to ending violence
- 5** Prepare for the next phase of the partnership's work, based on its commitment to learning from both successes and failures

People care passionately about ending violence against children. Children themselves are important advocates for and defenders of their rights, while civil society organisations – of all sizes – play a critical role in preventing and addressing violence.

SDG16.2 and other related targets can only be delivered by 2030 if a global movement to end violence against children is built, sustained and empowered.

Children will be at the heart of this movement. At present, we know far too little about children's experience of violence, how safe they feel, and how this is changing over time. This reflects a longstanding refusal to listen to and respect the views of child victims of violence. Children are also marginalised when violence prevention measures are designed and implemented.

## **A global movement**

The movement's most immediate priority will be to challenge governments to act swiftly to begin delivering their commitments to end violence, helping convince them that investing in violence prevention will deliver substantial benefits for children and for the broader society.

The launch of the new development agenda, and of the partnership itself, also offers a unique opportunity to begin the process of uniting a global grassroots coalition behind the need to find, invest in and implement solutions that will end violence against children.

## **Norms and values**

In the longer term, sustained campaigns will be needed to change the attitudes and norms that tolerate violence against children and to increase grassroots capacity to deliver violence prevention policies and programmes.

Initially, pathfinder countries are likely to be the focus of these campaigns and we will help support them through the sharing of expertise, best practice and materials, and, where resources are constrained, financial support.

## **Children at the forefront**

The partnership is also determined to provide children with a genuine voice and roles where they can make a difference. We will invest in structures, methodologies, and safeguards that enable children to play a leadership role appropriate to their age and capacities, and that does not expose them to unnecessary risk, trauma, or stress.

We are also determined to ensure that children are not excluded due to geography, gender, income, disability, experience of violence, or other sources of discrimination.

## Listen

- Translate the partnership strategy into a child-friendly version and consult widely on it, offering children from all regions with an opportunity to make their views known
- Consult with young leaders from around the world who are working to end violence, using them as a 'sounding board' for the partnership's governance and strategy, and for our plans to ensure meaningful participation by children on an ongoing basis
- Invest in and respond to research into children's experience of violence and their views on how violence can best be prevented

## Participate

- Allow children to play a role at all levels of the partnership's decision making that is appropriate to their age, drawing on best practice in child participation
- Provide children with a voice on the partnership's board (or equivalent apex body)
- Work with pathfinder countries to ensure all children play a meaningful role

## Act

- Support children as important champions of their own rights and of those of other children
- Increase understanding of what children think works to prevent violence, why, and what role they believe they should play in preventing and responding to violence

## Children in the partnership

Finance and resources, data and evidence, and monitoring and evaluation will all play a critical role in enabling the partnership to deliver its strategy.

A new fund is also being launched to support the work of the partnership, providing catalytic funding in ways that are aligned with the partnership strategy.

## **Finance and resources**

Prevention of violence is under-funded in most countries, chronically so in many. To date, governments have failed to invest sufficiently in the systems, programmes and people needed to keep children safe.

The partnership will make the case to governments, foundations, philanthropists and the private sector that investment in preventing violence against children offers substantial returns over the long term, at the same time as it increases effectiveness of expenditure on health, education and other services for children. It will also explore the potential for innovative and results-based funding to deliver measurable reductions in levels of violence.

## **The global fund**

The Global Fund to End Violence Against Children will be independent from, but associated with, the partnership. Its strategy is being finalised.

## **Data and evidence**

The partnership is based on a commitment to learning. In our first year, we will publish a data and evidence plan that will focus on two priorities: generating sufficient data to establish trends in pathfinder countries; and addressing gaps in the evidence for the violence prevention building blocks.

## **Monitoring and evaluation**

In order to evaluate its own work, the partnership will develop a results framework and a monitoring and evaluation plan. We will also develop and disseminate models and best practice for evaluation the impact of violence prevention initiatives.

- **The new fund will:** -

- Support the work of the partnership
- Be primarily catalytic in its first phase
- Mobilise greater investment in violence prevention
- Increase the availability of new and innovative financing
- Be linked to, but not controlled by, the partnership's board

- **Proposed objectives**

- 1** Confronting new and emerging transnational threats to children, with an initial focus on online sexual exploitation
- 2** Support national action to end violence against children, with an initial focus on funding innovative approaches to demonstrating what works to prevent violence in pathfinder countries
- 3** Preventing violence against children in fragile and conflict-affected situations, recognising both the high levels of risk that these children face and the lack of institutional capacity to build more peaceful and inclusive societies
- 4** Building the movement to end violence against children

**The Global Fund to End Violence Against Children**

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## About this strategy

This is a zero draft strategy for the Global Partnership to End Violence Against Children (a working title that will be used until the name of the partnership/movement is finalised).

The strategy is based on roundtables and other consultation meetings, an online consultation to which 274 professionals and organisations responded, and working papers on:

- Best practice and lessons learned from other global partnerships
- Options for the partnership's architecture and design, and for national involvement in the partnership
- A literature review on children's views on the SDGs and the dangers they face, and on methodologies for child participation and child-led campaigning

Formal consultations will be held with stakeholder groups throughout October and November 2015, allowing all constituencies and all countries to contribute to the design of the partnership.

We will run some consultations directly, but will support stakeholder constituencies and networks to run their own consultations. Children will be consulted using a child-friendly approach.

We will also run a second online consultation, ensuring that no organisation or interested individual is excluded from commenting.

At the same time, we will be developing plans for the partnership's governance and exploring them with partners and stakeholders.

This will allow the partnership to be launched in early 2016.

## Image credits

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