A Global Partnership to End Violence Against Children

Global Consultation: Synthesis Report

David Steven
Senior Fellow,
Center on International Cooperation, New York University
31 July 2015

Introduction

This report provides key findings from an online consultation on the Global Partnership to End Violence Against Children, which was initially open from 28 June to 12 July 2015, then subsequently extended for a short period (14 – 23 July) to allow for additional responses.

The consultation was run before decisions have been taken about the partnership's strategic focus and architecture, offering all respondents the opportunity to make an early input. It is a first round of consultation, with the intention of collecting initial thoughts and suggestions. More formal and structured consultations, global and regional, are planned for later in 2015 when stakeholders will be able to respond to concrete proposals and options.

This *synthesis report* discusses the key themes and includes a small number of illustrative quotes. For a full compilation of all the responses, please refer to the *unabridged report*.[*]

About the research

The survey (available in English, French and Spanish) collected input on the scope, strategy and design of the partnership through an inclusive process that was open to professionals and organizations. The consultation was not designed for members of the public or for children (the latter will be consulted separately).

Feedback on the survey itself has generally been positive ("learnt a lot in trying to answer the stimulating questions herein"), although some participants felt the questions could have been more open-ended ("it felt like there were all-ready established "answers" to the questions as opposed to being open and asking for real brainstorming"). Respondents seemed certain to welcome further opportunities to be consulted.

The questionnaire included both quantitative and qualitative responses, with the latter framed either i) in support of a previous quantitative question, where participants were able to optionally comment; or ii) as a standalone open question. Not all respondents answered all the qualitative questions, but responses collated have been used to develop a sense of themes and opinions. Qualitative results have only been quantified when the question was mandatory.

To analyze the qualitative data, responses were categorized through two methods of coding. Top down coding was based on predetermined codes, which were either options listed in the questionnaire, or categories that had been discussed in the Options paper.[†] Bottom up coding was used for repeated or key themes. These are broad categorizations, aimed at summarizing the qualitative input.
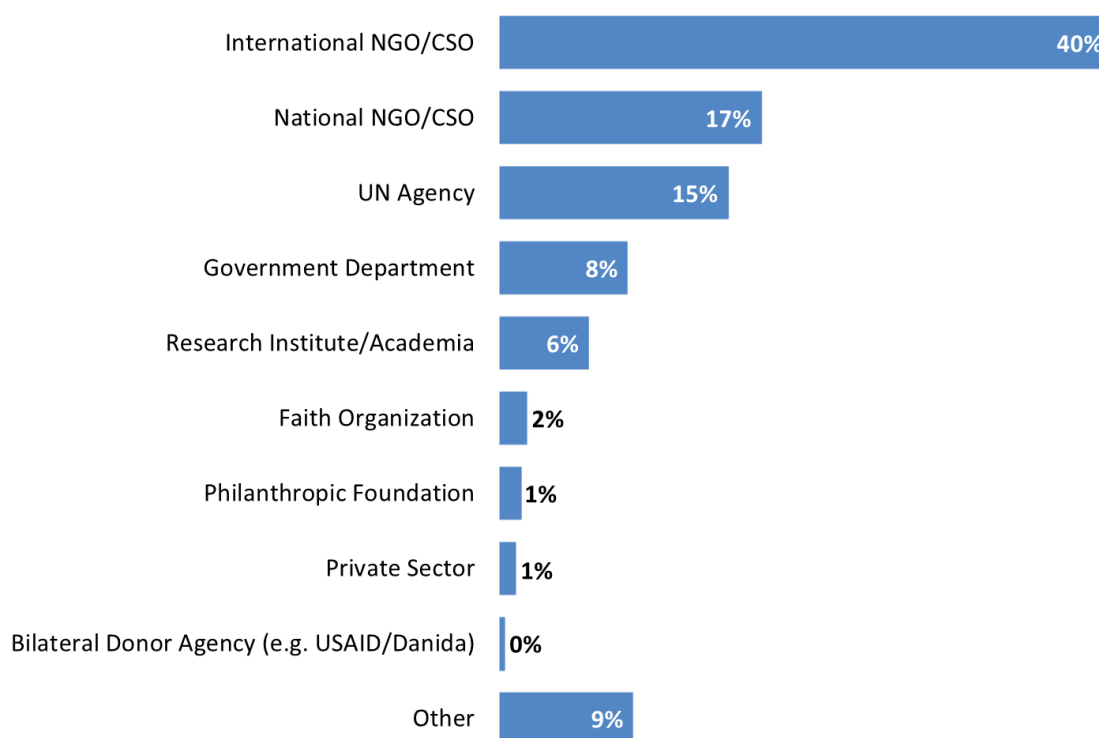
---

[*] Where necessary, quotations have been translated or minimally edited for spelling and formatting. US English has been used throughout.

[†] See David Steven (2015), *A Global Partnership to End Violence Against Children: Exploring options for the partnership's design and launch.* New York: Center on International Cooperation, New York University, available at http://importantfiles-children.weebly.com/uploads/2/3/4/4/23440236/global_partnership_options_choices_paper_final_160615.pdf

About the participants

A breakdown of respondents is shown below (for a full profile see the unabridged report).

International NGO/CSO	40%
National NGO/CSO	17%
UN Agency	15%
Government Department	8%
Research Institute/Academia	6%
Faith Organization	2%
Philanthropic Foundation	1%
Private Sector	1%
Bilateral Donor Agency (e.g. USAID/Danida)	0%
Other	9%

'Other' includes consultants, media, regional associations/NGOs, and politicians.

Half of respondents described their or their organization's work as being mainly focused on child protection or preventing violence against children, with another 22% participating in child-focused work. 60% of respondents work in the social welfare sector, but there were also useful contributions from the education, health, and justice and security sectors.

Most respondents are familiar with the proposed sustainable development goal targets on violence against children – and nine in ten believe they present an historic opportunity to accelerate efforts to reduce the levels of violence and abuse experienced by children. 90% of respondents believe that a global partnership should be set up to deliver SDG16.2 – *end abuse, exploitation, trafficking, and all forms of violence and torture against children* – and other related targets.

Main findings

Overall, the consultation finds:

1. There is strong support for the partnership.

2. If successful at a global level, the partnership would within five years: (i) be recognized as the primary platform to end violence against children; (ii) provide financial and technical assistance for delivering the SDGs; and (iii) monitor and report on progress in making children safer.

3. If successful in country, the partnership would within five years: (i) work with governments to introduce costed national strategies; (ii) ensure sufficient funds and resources for violence prevention and child protection; and (iii) strengthen child protection systems.

4. There is no consensus on the name of the partnership.

5. A sustained campaign to change attitudes and social norms is seen as the partnership's highest priority, closely followed by both investment in early intervention and violence prevention, and promotion of new laws and policies.

6. Respondents feel that the partnership should find a balance between promoting best practice in the development of integrated national strategies to prevent violence and being responsive to country ownership and priorities.

7. A majority of respondents believe that the partnership should be as inclusive as possible from the beginning, rather than working with a small number of pilot countries in its early years. Some suggest that the two options can be combined (broad inclusion, but with a more intensive engagement with a subset of countries).

8. There are varying views as to whether the partnership should work across countries of all income levels, or whether it should focus on countries with the highest rates of violence against children, or those with the least resources and capacity to prevent violence.

9. There is strong support for children to be actively involved in the partnership, but a variety of opinions on how they should participate.

10. Campaigners and civil society groups want to be actively involved in the partnership's decision making, and to play a leadership role in both delivery and advocacy.

11. The private sector is primarily seen as a funder, although respondents believe it has a role in advocacy, delivery and innovation.

12. Various principles of partnership are proposed, with inclusion, effective collaboration across sectors, accountability, transparency, and working in the best interest of the child mentioned most frequently.

13. Recommendations on structure vary, with most in favor of a multi-stakeholder structure with global and national representation.

14. Flexibility is considered key, either through the use of a networked or 'minimal' structure, or through the adoption of transitional governance arrangements that can be adapted and reformed as the partnership grows and learns.

One¦ Is the Partnership a Good Idea?

Finding 1   There is strong support for the partnership.

97% think the partnership is a good idea because it:

- Addresses an **important issue** – violence against children. "Violence against children is an international crisis."

- Consolidates the **focus** on and increases the **visibility** of child protection issues. "Need for an overarching body (with power) to move this agenda into the public purview and sustain its visibility."

- Provides leadership on and a platform for **global action** to address a global problem. "We need a uniting common denominator that would provide a strong platform for all key actors to push towards taking global action and achieving global goals."

- Ensures a **joint response** by bringing together multiple stakeholders – improving the ability to develop a common narrative by networking and building consensus. "Partnership enables all stakeholders to move in the one direction and have the common understanding of the problem and "how to" solve this problem."

- Enables the **sharing** of knowledge, expertise and best practices, while mobilizing increased financial resources. "Will provide a forum for cross learning and sharing of experiences of what works, including bridging the gap between the development and humanitarian fields of child protection."

- Improves and increases **support and action** by providing a platform for advocacy as well as an opportunity to align ongoing and new implementation – including by developing standards and guidelines. "Align strategies in order to have a better coverage of intervention and avoid duplication of efforts."

- Provides a channel to **monitor and evaluate** progress (against SDG16.2), and to hold stakeholders **accountable.** "It could provide a monitoring and accountability mechanism for SDG 16.2."

But six respondents consider the partnership a bad idea, with two suggesting that **strengthening existing fora** is a better approach.

- "Existing, similar fora that could be used – let's make them stronger."

- "Are there not already partnerships – such as the WHO's Violence Prevention Alliance and the Child Protection Working Group – that could be used for this endeavor? What is the specific value of another one?"

Finding 2   **If successful at a global level, the partnership would within five years: (i) be recognized as the primary platform to end violence against children; (ii) provide financial and technical assistance for delivering the SDGs; and (iii) monitor and report on progress in making children safer.**

If the partnership is proved to be successful in the next five years at a global level, respondents expect that it would have:

▪ Generated the **political will** needed to become *the* global forum for ending violence against children. "Partnership achieved global identity and credibility as an effective and useful forum by global key stakeholders."

▪ Made violence against children a **high priority** on both global and national agendas, and within the post-2015 agenda. "EVAC on agenda for AU and ASEAN, UN meetings." "Shifts in international agreements to viewing tackling violence against children as a priority in achieving the Sustainable Development Goals."

▪ Established a **violence prevention agenda**. "Selling a "prevention paradigm" to VAC (while not also losing sight and resourcing necessary for adequate responsive services and supports to survivors of VAC!), including evidence and costing models, and political/economic/cultural champions."

▪ Become an effective **campaigner**. "A global campaign to end violence against with high level champions and articulation at different levels and sectors and the participation of all shareholders, including NGOs, CSOs and children."

▪ Provided an effective **platform for collaboration** between stakeholders. "Strong network with clear strategy, roles and responsibilities." "A document that sets out the aims, structure and processes of the partnership."

▪ Introduced an effective **global fund** and helped mobilize financing through other routes. "A dedicated fund for supporting at scale prevention interventions in selected countries (e.g. $100m for parenting programs + impact evaluation framework)." "Pooled resources to address issues of VAC in relevant contexts."

▪ **Reduced violence** against children. "Reduction of violence against children up to 20%." "Measurable targets established and reached."

▪ Monitored **progress** and shared **results and learning**. "Partnership has developed a system of global audit on child protection and produces periodic reports." "Best practice/approaches shared and toolkits made readily available to all groups working with families and children." "Evidence from the experience of 'pathfinding' countries is collected and key lessons learned are identified and shared."

▪ Held countries **accountable** for delivering SDG16.2 and related targets. "System established for holding countries accountable for progress against the goals."

Some respondents also suggest:

- The introduction of a **global strategy** for the partnership – including a theory of change on ending violence against children. "A unified and agreed theory of change for work to end violence against children."

- A common set of definitions that underline global **guidelines** on implementation, and agreed **standards** for care and protection. "International standards/convention to implement child protection are developed."

<u>Finding 3</u>   **If successful in country, the partnership would within five years: (i) work with governments to introduce costed national strategies; (ii) ensure sufficient funds and resources for violence prevention and child protection; and (iii) strengthen child protection systems.**

If the partnership is successful in the next five years at a national level, respondents expect that it would have:

- Made violence against children a **national priority.** "Violence against children is on the agenda of the country."

- Promoted the introduction of new **laws** and the implementation of existing ones. "Having countries approve legislation and policies aimed at curtailing violence against children." "Implementation of already existing laws on violence against children."

- Have helped governments introduce **strategies to end violence**. "Have supported selected countries to develop comprehensive integrated and costed national plans to prevent VAC." "Political will is secured and embedded in a national strategy, including a targeted, costed and time-bound action plan."

- Have ensured sufficient allocation of **funds and resources** for violence against children in national budgets. "Allocated % of National Budgets to addressing VAC." "National fund established." "Greater public investments in programs related to VaC." "Inclusion of partnership objectives in annual and medium term budgets/expenditure frameworks."

- **Increased awareness** among professionals and the public. "Professional awareness of child abuse in health sector increased by 50%." "Pediatric community embraces goals." "Local NGOs are willing to join or adopt the principle to prevent the violence against child."

- Promoted **collaboration** across sectors. "Establishing a political and economic platform which brings together contributions of multiple sectors (including education, health, economic development etc) to the VAC efforts."

- Increased national focus on **violence prevention**. "Increased focus on the importance of prevention efforts and strategies to end violence against children." "Agreed momentum with the government to pilot and/or 2-3 prevention interventions (e.g. group based social norms, school-based programs, etc.) + M+E framework."

- Strengthened **child protection systems**. "Integrated child protection systems have been developed and adequately resourced in X number of countries." "Structures for dealing with child violence cases in place or strengthened and empowered to handle cases - including prosecution, in collaboration with the justice system." "Trained social welfare workforce at sub-district level in targeted countries."

- Supported **families**. "Dramatic increase in families empowered and trained to both provide materially and care for and discipline children in non violent ways."

- Reduced **violence**. "The number of incidents of child abuse in the home and honor related crimes towards children reduce by 50%."

- Improved **data collection** and **research**. "In the first 5 years at national level, would be great to see reliable statistics on violence prevalence rates." "A national VAC survey/research report by the government similar to violence against women survey report." "System put in place for monitoring/tracking changes in the rate of VAC over time and also the risk and protective factors in a public health approach."

Finding 4   There is no consensus on the name of the partnership.

83 respondents suggested names for the partnership:

- Six recommended *Global Partnership to End Violence against Children* (nb this is currently being used only as a working title for the partnership and has not been formally proposed or endorsed).

- 69 suggested an alternative.

- Three recommended children participate in developing a name.

The alternative names that were proposed can be found in Annex 1.

Two ¦ Strategic Choices

Finding 5   **A sustained campaign to change attitudes and social norms is seen as the partnership's highest priority, closely followed by both investment in early intervention and violence prevention, and promotion of new laws and policies.**

When asked what the partnership should focus on in its first five years, respondents ranked options as follows:

Statement	Average Score*
A sustained campaign to change attitudes and social norms that tolerate violence against children.	3.89
A systematic attempt to champion investment in early intervention and violence prevention.	3.42
Promotion of new laws and policies that prohibit all forms of violence against children (and enforcement of existing laws).	3.18
Action to establish and reinforce standards for care and protection of children.	2.87
Programs and campaigns to tackle specific transnational threats to children.	1.64

* A weighted average of all ranking scores. For each participant, statements were allocated a score of 5, 4, 3, 2 or 1 point(s) according to their chosen rank (1st - 5th). The scores for each particular statement were then added together, and averaged using the number of responses.

Some respondents argued that child participation should be a priority (discussed in detail under finding 9). Other priorities that were mentioned included:

- Promotion of **national strategies** that prioritize action against violence against children (see finding 6).

- Increasing **awareness** and **political will**. "Active involvement of AU, ASEAN, presidents and prime ministers, and support for whistle blowing on public leaders who privately sanction abuse against children."

- Improving **cooperation across sectors**. "Ensuring that child protection goes hand in hand with family and parent support and strengthening." "Integration of child protection into the other SDGs, health, education, etc."

- Strengthening the **child protection workforce**. "Action to establish and support workforce strengthening to ensure prevention of violence and care and protection of children."

- A focus on **the most vulnerable children** or those living in emergency contexts. "Child protection emergencies, better care and domestic violence." "I do not think that we should focus exclusively on certain countries, but rather situations, especially when it comes to conflict."

- **Improving research** and making it more accessible. "Large-scale funding for high quality research; a kind of "challenge fund" providing free research capacity to accompany programs." "Action research that attempts to learn from communities how they produce reductions in violence against children."

Some respondents did not think prioritization was possible or appropriate, favoring an *all of the above* strategy:

- "These issues need to be tackled concurrently not in a descending rank."

- "Figuring out best strategies, in different cultural/national settings, to have above priorities reinforce each other."

Finding 6   **Respondents feel that the partnership should find a balance between promoting best practice in the development of integrated national strategies to prevent violence and being responsive to country ownership and priorities.**

Respondents generally supported the development of national integrated strategies on violence against children, backed up by data and evidence systems to monitor progress. This was based on:

- Strong familiarity with national strategies to end violence against children, and confidence that it is **worth spending time developing these strategies**.

- A belief among three quarters of respondents that these strategies have led or will lead to **measurable reductions in violence**. "Given we have proven strategies, we need to enable them to be promoted at scale."

- Support for the partnership to promote the development of new strategies at national level, with global models **adapted to national circumstances**. "There is a need for integrated national strategy, however, taking into account specificity of the country, international standards should be adjusted/adopted to the country level." "Contextualizing international ideas and mechanisms for country specific strategies must be supported."

- A belief that strategies were more likely to be effective when there was strong **leadership**, multi-stakeholder **collaboration**, a defined **budget**, and a **monitoring system**. "Strategies that are developed only by one ministry (usually the weakest one) with no link to high level government leadership (such as the President's Office) or with limited civil society involvement are more likely to end up on the shelf."

However, some respondents believed that countries should **set their own priorities**:

- "It is more important to have approaches that are respectful of the existing country planning process, with the aspect of violence included, rather than introducing an externally imposed process."

Finding 7   **A majority of respondents believe that the partnership should be as inclusive as possible from the beginning, rather than working with a small number of pilot countries in its early years. Some suggest that the two options can be combined (broad inclusion, but with a more intensive engagement with a subset of countries).**

More respondents agree that the partnership should work across as many countries as possible, than it should focus on a smaller number of pilot countries. They believe it should be:

- As **inclusive** as possible. "Any measures to reduce violence against children should be shared and all children and societies have a right to access this." "If we are serious about a full-on commitment, then we need to ensure that we are working everywhere we can."

But there were also arguments from those who believe it should be:

- **Focused.** "We should focus on a small number of countries, but among the criteria for selecting those countries would be those countries that show an interest and commitment to reducing violence." "These champion countries can then be used to mobilize support in other countries."

- **Either inclusive or focused**, based on the availability of resources and/or priorities. "If the partnership has resources constraints that a limited number of countries (that showed interest) should be selected." "It will depend on the partnership's highest priority. If implementation is the primary goal, then yes, it is better to focus on "demonstration/proof of concept" countries, if it is a global movement, then it needs to be global and target also rich countries as supporters of the developing countries, and recognizing domestic challenges."

Another 12 respondents indicated that these two approaches are not necessarily mutually exclusive and suggested **hybrid approaches**:

- "Priority countries receiving focused support, and remote support being provided to all other countries that wish to receive it (help desk function, like the better care network)."

- "The commitments and principles to which pathfinder countries abide should be made clear and all countries willing to commit to them should be welcomed in the partnership."

- "I think that working in a small number of countries at the beginning but… a year or two will suffice as a pilot. To be as inclusive as possible would also be good to achieve results as quickly as possible."

Finding 8   **There are varying views as to whether the partnership should work across countries of all income levels, or whether it should focus on countries with the highest rates of violence against children, or those with the least resources and capacity to prevent violence.**

On balance, a universal approach (across countries) is most widely supported. Some suggested:

Working **across a range of countries.**

- "Suggest representation from Africa, Asia, Middle East and from a mix of high income, low and middle income settings as well as at least 1-2 fragile states."

- "Violence against children does not know boundaries or economic status, so focus should strongly be across. We need to discern violence wrapped in wealth and not just look at poverty stricken nations"

Or focusing on countries with the **highest rates** of violence against children.

- "I believe the support to countries should be focused on those with highest levels of violence, followed by low resources. The other countries where VAC can be predominant but with higher

income levels, can be clustered differently and have a different approach – for instance supporting them on data analysis, lobbying for law reforms and higher investment in the prevention of VAC."

- "Focus mainly to the countries with high rate of violence against the children would be the first focus to curb the situation while looking alternatives for fund and other resources to those with fewer. Sharing global initiatives and jointly addressing the situation will also be of the impact."

Other suggestions included:

- A '**highest rates/fewest resources'** approach. "Often countries with the highest rates are the ones with the fewest resources so it has to be combined."

- Focusing on **high risk** countries. "It's important to focus on countries which a more affected by wars, natural hazards and poverty."

Three ¦ Building a Movement

Finding 9 **There is strong support for children to be actively involved in the partnership, but a variety of opinions on how they should participate.**

Respondents suggested a range of platforms children could participate through, including:

- An **online** or **mobile platform**. "Through online consultations and social media." "Also children have mobile phones which can be used for different purposes."

- **Consultations** led by child-focused organizations. "Through consultations, in safe spaces, with the organizations involved in this partnership on what would make them feel safe and what issues affect their right to live freely without fear. By being given opportunities for their voices to be heard at national and global decision-making platforms – rather the organizations speaking on their behalf they should be given the opportunities to attend and tell their stories."

- Existing children parliaments or other child **networks.** "Use existing child platforms – such as child parliament, youth networks etc. to engage children and youth directly."

- Multi-stakeholder **forums.** "Through planning forums such as Future Search model which includes the voices of all relevant stakeholders." "Partnership should develop child leadership forums across nations for community led actions of child protection at local levels. These child leadership forums should be included in any critical decisions and strategies making process by the partnership. Elected leaders of this child leadership forum should be equal capacity members of this partnership."

- Through **schools and/or other channels including media**. "Encouraging them to discuss issues in a careful and sensitive way within schools, nurseries, after-school and youth clubs."

Responses also included suggestions on how children could help:

- **Develop and actively participate** in the partnership. "There should be a clear and transparent process of consultation with children at all stages of the process, in the governance structure of the partnership and in the design and adoption of the strategy. Materials should also be child-friendly and efforts should be made to reach the most disadvantaged children." "Children should be equal partners from the beginning (facilitated through NGOs who will be responsible for child safeguarding), both at the international and national level. Children will select their own representatives and report back." "Children should be included in Governance Structure of Partnership as well as in any mechanisms that would manage or oversee the implementation in pathfinder countries. Children should be included in monitoring of progress against partnership objectives as well as in design of original Partnership strategy."

- Act as **agents** and **advocates** of their own protection including through peer education. "Set up child led support groups." "Consult the design, develop own initiatives and campaigns." "Children educating other children on the issues is very powerful. This could happen through after school club holding events at school, college campus programming. Children should be invited to provide feedback when designing, implementing and gathering lessons learned of the viral/digital campaign. Efforts should be made to create linkages between children in the North

and those in the Global South." "By participating at national level consultations and advising design of programs at local levels." "Children are their best advocates and child participation in the partnership should be genuine and respectful towards children. Representations from children should be direct and representative of the various forms of violence and the geography."

- Participate in collecting **monitoring and evaluating** evidence. "Children should be able to contribute all aspects of the partnership from ideation to implementation and monitoring." "Telling their stories of violence; of prevention; explaining what the boundaries of what is and is not acceptable; providing evidence of different types of violence and its impact; providing evidence of solutions on prevention and rehabilitation." "Listen to them. Engage young adults in the research process."

But two respondents argued children **should not be involved** as they feel this may cause (more) harm:

- "This is a problem caused by adults and efforts to make this a problem to be fixed by children are ethically suspect. It may be unethical to immerse non-abused children in the problem and abused children have enough damage that they are unlikely to be able to participate."

Finding 10   Campaigners and civil society groups want to be actively involved in the partnership's decision making, and to play a leadership role in both delivery and advocacy.

Respondents suggested campaigners and civil society groups can:

- Be a **partner**. "They should constitute their platforms and mechanisms to guarantee good representation and accountability. They should be involved in the design of the partnership alongside other stakeholders and represented in the governance bodies of the partnership and fund." "Campaigners and civil society groups should have a representative voice at the highest level of the partnership in all its structures, from the board to the monitoring roles. This could be undertaken through a consultative process for the selection/election of the civil society representatives into the board and the various functional roles of the partnership."

- Lead on **advocacy**. "By forming advisory groups, taking part in national consultations, launching programs on ending violence against children and using their networks to raise awareness." "Support interventions in the field – sharing of good practices – drafting advocacy messages and mobilize stakeholders." "By providing a "bridge" between young people and decision makers, in order to empower young people and ensure their voices are heard and acted upon by people in power."

- Accelerate **implementation**. "Gathering evidence systematically; supporting advocacy with national governments and global institutions based on evidence; implementing programs of prevention, attitude change, standards development etc.; gathering evidence of the success of these programs." "They can participate by promotion of ending the child abuse, and promoting the prevention. They can organize activities related to changing the cultural practices of using violence towards children."

Finding 11 **The private sector is primarily seen as a funder, although respondents believe it has a role in advocacy, delivery and innovation**.

Respondents suggest the private sector can:

- Help **fund** the partnership and child protection activities. "By providing funding to the partnership or by supporting fund raising initiatives. Internally, by providing training to employees (even those that don't work with children) on child rights, protection and violence issues." "Business could be involved in establishment of the global Fund."

- Make broader use of their **resources, scale and political access** to tackle violence. "The private sector can fill in the gaps that NGOs and the government are not able to fulfill because of lack of resources. They can perhaps contribute to financial resources or to manpower through vocational work by their staff. They can find innovative ways to contribute to the positive growth of the political economy of their country, strengthening accessibility and availability of resources that strengthen child protection services and resources within the various communities."

- Be a **partner**. "Being on the steering committee! Private sector can bring expertise in social research, how to take campaigns to scale and by designing messages that really resonate with parents, teachers, community leaders."

- Be an **advocate.** "Private sector should promote end of violence on children through their usual marketing campaigns. They could be advocates for that and support the process by reaching wider target group of people." "Private sector has more freedom of action, some of them has enormous resources and reach, the religious and spiritual organizations… have great credibility and accountability so that the society is likely to listen to their voices."

- Commit to **business practices** that help prevent and reduce violence against children. "Diminishing products that increase violence as movies, games, exploitation programs." "The private sector has a role to play – educating their own employees on issues of violence against children, looking at their business mode and supply chains to ensure their policies are not perpetuating violence against children." "Recognizing the full range of responsibilities that the private sector has in relation to violence against children, beyond just CSR-type activities." "They could establish a similar trademark to something like Fairtrade, but as a Child Protection guarantee."

- Develop **ideas and technologies**. "Private sector should contribute to provide ideas and technologies for prevention of violence as well as fund raising." "Exploring new ways to create change on VAC, including big data (Amazon, Google, etc) which stretch the Partnership beyond NGO/agency/govt approaches to combating VAC. How about an innovations stream?"

Four ¦ Working Together Effectively

Finding 12   **Various principles of partnership are proposed, with inclusion, effective collaboration across sectors, accountability, transparency, and working in the best interest of the child mentioned most frequently.**

Respondents were asked to list up to five principles for the partnership.

'**Inclusive** and allows all partners to play a full role' was the most frequently referenced principle and was mentioned by over half the respondents.

- "Inclusivity – get everyone who has a stake involved in key decisions or in designing campaigns or any initiatives."

- "Equal treatment of all (including their opinion)."

The second group of principles, each listed between 35 and 50 times, includes:

- Providing a space where partners from all sectors to **work together effectively.** "Effective co-operation across sectors, organizations with clear roles and responsibilities."

- Partners are **accountable** to each other and to those the partnership serves. "Commit to be accountable to each other by respecting individual and different natures, size and capacity of its partners." "Accountability in terms of resources available and disbursed and initiatives supported and their achievements."

- **Transparent** in its operation and providing full access to information. "Transparency at each and every stage of the process." "All partners must commit to open and transparent implementation of programs."

- **Child-centered** – working in the best interest of the child. "The best interest of the child should be priority aim of partnership and members." "Be deliberately child centered in all policies." "Child rights should be at the forefront of all work – viewing children as agents of change rather than victims."

Others mentioned the following principles:

- **Leadership** and an **independent** voice for change. "Effective leadership based on a recognition of difference as well as of common values." "Speak for the whole, not just the individual."

- Protecting **people's rights** and **leaving no one behind.** "Equity focused (trying to ensure we reach the hard to reach children and their families)." "Partnership should be underpinned by human rights principles."

- **Adding value** to what others are doing, with all partners having **clear roles and responsibilities.** "There should always be an explicit and clear and ambitious goal that brings value to the collaboration. No collaboration just to collaborate." "Clear distribution of roles and responsibilities."

- A commitment to **sharing experience**. "A commitment to sharing – including the sharing of resources." "Promotes exchange of experiences, strategies, tools and training materials."

- **Results and delivery.** "Performance – results for children. This should not just be yet another platform, but one that promises to deliver for children." "Actionable – this should not just be a place to chat."

- **Cost effective.** "Value for money. Interventions we support must be costed, we need to keep checking we are doing the most effective thing for the least amount of resources."

- **Innovation and learning**. "Innovative, prepared to try new, promising initiatives." "Creativity – thinking outside of the box. We're not looking to become a better caterpillar, we want to be a butterfly."" Constant questioning of the Partnership for improvement."

Aside from suggesting key principles, some respondents also made recommendations related to the formation of the partnership.

- The partnership should have a **clear vision and objectives**. "Common mission, vision and values." "Define what you are NOT + exclude that from the partnership."

- There needs to be **strong commitment and ownership** by partners. "Stated commitment to the values and mission of the Global Partnership." "All must have an ownership to the vision and follow up."

- There has to be **effective communication** from, and within the partnership. "All partners must commit to communicating clearly and consistently."

Finding 13   Recommendations on structure vary, with most in favor of a multi-stakeholder structure with global and national representation.

Most respondents suggest a **multi-stakeholder** partnership.

- "All key parties should be adequately represented in balanced way (UN, civil society, government, faith based networks, children and parents themselves)."

- "Ensure there is strong and valued representation from all levels – national governments, civil society, international bodies, local groups etc."

With representation across all levels within the **governance structure**.

- "Regional groups and country focal points linked to global governance structure."

- "While there should be a lead governing body, this should be overseen by representatives from different levels to ensure accountability and ownership."

- "At the global level, the partnership must have a directory. The same directories must be created at national, provincial and local level."

- "The most important is to avoid a top-down process that includes mostly international NGOs, UNICEF and governments and donors. Have a smaller global, coordinating group collaborate with powerhouse regional hubs connected with focal countries where intensive, planned work

will be done. Reach down at national levels to cultivate, learn from and include grassroots groups and efforts."

Finding 14 **Flexibility is considered key, either through the use of a networked or 'minimal' structure, or through the adoption of transitional governance arrangements that can be adapted and reformed as the partnership grows and learns.**

Some respondents recommend a **networked** structure.

- "I suggest to form mixed Global Council including both children and adults with the same rights to vote. The Council cannot have ANY secretariat, office and so on. The office of Global Partnership has to be moving from office to office on national level of countries-participants, together with modest budget on its support. Global Council should hold meetings once a year, to approve general approaches, and to let participants be free in choice what local/national strategy has to be switched on in each country."

- "Try and operate as a 'virtual' structure with resources scattered among partner organizations but working together as a single team."

- "Keeping in mind that each partner will continue to do what they are already doing and we simply want to find more effective ways of collaboration or implementation, the partnership has to provide flexibility for everybody to contribute in the way they best can. In order to produce success, the governance at the country level is the most important, and not the global level. Don't be over prescriptive, but empowering and innovative."

Others preferred a **minimal** structure.

- "Identify key members/volunteers that understand the goal of the partnership. Solicit funding to support a few staff members. Provide partnership guidelines/framework that is clear and concise with no hinder agenda. Identify key persons from partner countries to oversee and monitor functioning."

- "Get great people on board! Action people with no egos who are organized, strategic and want to see change happen! Stay away from long processes and complex documentation that confuses people. Keep language of guidance documents and papers simple and clear."

Some believed governance arrangements should be **transitional**.

- "Keep it open and flexible at the beginning and build the coordination structures over time. Give space for new partnerships – e.g. between constituencies working on violence against children and those working on violence against women."

- "Keep management of Partnership and Fund separate. Partnership needs some sort of champions group with very public and influential people (not too many?), a steering group for the overall partnership (with representation from different stakeholders but again not too large), and multiple working groups. Regular (every 2 years?) big-tent forums would be important. Also of course a secretariat with adequate human resources. Structure should be flexible, and be adjusted in the coming years as the Partnership becomes more established and functional."

Annex 1 ¦ Naming the Partnership

This table lists names for the partnership that were proposed by respondents.

Description	Proposed names
Alliance instead of Partnership	Global Alliance for the Elimination of Violence Against Children
	Global Alliance to End Violence Against Children
Alternative option for Alliance/Partnership	Global Responsibility to End Violence Against Children
	Ending Violence Against Children Together
	Global Council to End Violence Against Children
	Global Caucus To End Violence Against Children
	With Children and Adolescents – the 16.2 Campaign
	Ending Violence Against Children ('end' sound too commanding; 'ending' sounds like a process one can be involved in)
	Global Initiative to End Violence Against Children
	End Violence Against Children*
Focus on child protection	Global Child Protection Alliance
	Child Protection Partnership
	One Hand for Child Protection
	Global Partnership for Child Protection*
	Protection of Children's Global Partnership
	Alliance for the Promotion and Protection of Child Rights
	Global Alliance for Child Protection
Focus on keeping children 'safe'	Safe Children Global Partnership
	Safeguarding Our Children, Safeguarding the Future
	A Safe Childhood for a Happy Life
	Safer World for Every Child
	Every Child is Safe – Global Partnership to End Violence Against Children.

Description	Proposed names
Alternative options to 'ending' violence	World Coalition to Prevent Violence Against Children
	Transform Violence Campaign for a Violence Free Generation
	Strong Families Key Ending Violence
	Let a Child be a Child – No More Violence
	Children Deserve to Group Without Violence: We Believe in It!
	CHAAVI (Children's Hope for Advocating Against Violence Initiative)
	Global Partnership to Protect Children from Violence
	World Partnership for Struggling Against Violence Done to Children
	Suffer The Children
	The Global Partnership on Combating ....*
	Agenda 2025: 0 VAC (0 violence against children)*
	Global Alliance for the Elimination of Violence Against Children*
	Global Alliance for a World Committed to a Childhood Without Violence*
	World Organization to Prevent and Eradicate Violence Against Children*
	Global Alliance for the Prevention of Violence Against Children*
	Transforming Violence*
	Stop the Violence
	Children Free from Violence
Alternative focus – 'wellbeing'	Global Partnership for Happy Children
	Global Partnership on Child Issues
	We Work Together for Children Smiles
	Global Partnership for Children's Welfare
	A Global Village of Flourishing Children

Description	Proposed names
Child focus only	Global Council for Children
	Global Children's Champions Council
	Global Children's Heroes
	Children First
	Coalition for Children
	Together for Children
	Next Global Action for Children
	Children are Human
	Partners Loving Little People (PLLP)
	Adore the Child
	Global Partnership for Children Development
	Children, We Care.
	Global Alliance for Children*
	World Alliance for Children*
	United for Girls and Boys*
	Children Move the World*
	For the Love of Children*
	Partners for Children
	World Joint for Children
Other	Moving Forward Together
	Butterfly! (Or better, I would ask children what living without violence means to them, and find a good name that translates well in different languages.)
	STOP
	The Global Alliance
	All for Everyone
	Global Movement*
	Alliance for a World of Peace (AWP)

*original in French or Spanish